RECONCILIATION ACTION PLAN
REFLECT

NSW GOVERNMENT

HEALTH INFRASTRUCTURE

Reflect
Reconciliation Action Plan

FEBRUARY 2023 – JUNE 2024

MESSAGE FROM OUR HEALTH INFRASTRUCTURE

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Cover image: Adam Nye, from Muladha Gamara performs a smoking ceremony on the site of the new Eurobodalla Regional Hospital, Yuin Country

Acknowledgment of Country

Health Infrastructure acknowledges all Aboriginal and Torres Strait Islander Custodians of the lands throughout Australia. We honour the ancestors of yesterday, the Custodians of today and those of tomorrow.

We pay our respects and recognise their continued connection to lands and waters and how culture is held, nurtured and shared.

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Message from Health Infrastructure

Giinagay (*Hello* in Gumbaynggir)

The title of Reflect for this Reconciliation Action Plan (RAP) is significant for Health Infrastructure, as it calls for our people, as well as our partners to stop, listen deeply and reflect on how we support reconciliation in way that is action focused and real.

To do this, it is important that we come from a place of absolute humility and admit we have a lot to learn.

For tens of thousands of years, Aboriginal and Torres Strait Islander peoples have cared for this country now called Australia. Where I live in Northern NSW, I have been blessed and privileged to spend time with local Elders on Country, learning about their ancestors, Songlines and connection to Country.

This gift of understanding is something I treasure and embrace every day. In doing so, I recognise the devastating loss of physical land and the undermining of culture and identity that has occurred since first contact. To accept and sit with this uncomfortable truth is the first step towards reconciliation. We acknowledge that another critical step of our reconciliation journey is creating, nurturing and honouring authentic partnerships and relationships with Aboriginal and Torres Strait Islander organisations and peoples. This requires our workforce to adopt a culture of relationships first, transactions second.

In launching and executing this RAP, we will ensure we act in partnership with our people, NSW Health colleagues, partners and Aboriginal and Torres Strait Islander communities and suppliers now and into the future.

Our RAP reinforces the importance of the ongoing education and learning our organisation must embrace. To do this we know we need to listen to the voices of Elders and community leaders, expand our networks and partnerships, better understand and implement cultural protocols and ensure understanding of the local and collective histories of Aboriginal and Torres Strait Islander communities.

There is a long road ahead, but this plan signals our intention as an organisation. I am honoured to officially present our Reflect RAP and excited about the positive changes and outcomes this and our future RAPs will provide.

Rebecca Wark
Chief Executive
Health Infrastructure

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Message from Reconciliation Australia

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

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Our guiding principles

The success of our reconciliation journey starts with our people's ability to listen to, and learn from, Aboriginal and Torres Strait Islander stakeholders through effective and respectful engagement.

Embedding the following principles in all that we do will assist us to engage in a culturally appropriate manner.

Health Infrastructure acknowledges and understands that:

- Aboriginal and Torres Strait Islander peoples have a collective right to self-determination. Aboriginal and Torres Strait Islander leaders and communities understand their own needs and must determine, drive and hold ownership of the desired outcomes, alongside all governments.
- Aboriginal and Torres Strait Islander peoples have collective rights to maintain distinctive spiritual, material and economic relationships with land, water and other resources that there is a connection with under traditional laws and customs. It is critical for the health and wellbeing of Aboriginal and Torres Strait Islander peoples that connections to Country, culture and community are restored, strengthened and protected.
- Aboriginal and Torres Strait Islander peoples have a right to recognition of their distinct identities. Health services need to be culturally safe and appropriate to ensure equality of access. Design and development of Health Infrastructure projects must be place-based and informed by the cultural expertise of local knowledge-holders. There are no universal answers.
- Aboriginal and Torres Strait Islander peoples have a collective right to be asked for their free, prior and informed consent in decisions that may affect them. Aboriginal and Torres Strait Islander peoples must retain authorship and control of their cultural knowledge and intellectual property, and how it is shared with others.
- Past government policies have caused pain, hurt and injury to Aboriginal and Torres Strait Islander peoples. Developing trust and effective relationships will require respect, transparency, accountability, recognition of the need to heal, and investment of time and genuine effort. Aboriginal and Torres Strait Islander communities and organisations must be engaged in ways that are relevant to their circumstances, concerns and priorities and which minimise overburden.
- When we care for Country, Country will care for us.

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Walk on Country on the site of the new Eurobodalla Regional Hospital, Yuin Country.

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Members of the local community come together to help create artworks representing Juluum-nyarr gaagal-gu or 'Mountains to the Sea' as part of the Macksville Hospital Community Weaving Project.

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Our business

Health Infrastructure delivers infrastructure solutions and services to support the healthcare needs of NSW communities now and into the future.

Health Infrastructure is one of NSW Health's state-wide services, delivering sustainable infrastructure and asset management solutions to support the healthcare needs of NSW communities.

Established in 2007 as a business unit within the Health Administration Corporation (NSW Health), Health Infrastructure was tasked with overseeing planning, design and construction of health infrastructure projects and programs over $10 million. Today, our more than 300 people deliver a broader remit that includes capital program delivery, asset management policy and implementation, and leading commercial and development activities for NSW Health.

With over 130 infrastructure projects underway, we are delivering a $11.9 billion capital works program over the next four years and the largest health infrastructure program in Australia. Our portfolio ranges from billion-dollar precinct redevelopments to new hospitals, community health facilities and ambulance stations.

NSW Health has a strong emphasis on precinct-based planning and investment with a strong focus on innovation, place-based planning and leveraging non-government investment opportunities.

We are also leading a significant program of work, on behalf of NSW Health, to establish a statewide asset management framework that is fit for purpose, sustainable, adaptable and optimises assets for the provision of health services to patients and communities.

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We are committed to collaboration across NSW Health, government, industry and community including Aboriginal and Torres Strait Islander peoples to make sure our projects and services are informed by diverse perspectives and have the flexibility and capacity for future health initiatives.

Our organisation strives toward strengthened employment pathways for Aboriginal and Torres Strait Islander staff within our organisation and currently has two people that identify as Aboriginal and/or Torres Strait Islander people.

Health Infrastructure plays a key role in supporting a sustainable construction industry. Our projects create and sustain thousands of employment opportunities across NSW and are particularly important in supporting regional and rural communities. We will continue to strive to create a legacy in local communities that can catalyse growth and economic activity.

Our work with construction and industry partners to support and upskill local workforces, including young workers, and to drive greater inclusion and diversity on our worksites, has never been more important than now. This not only benefits the economy but provides a richness of experience and learning for our organisation to achieve better outcomes.

Our *Corporate Strategy 2021 – 25* is built on four pillars which reflect our key areas of focus in the next five years. These pillars guide the actions we will undertake to meet the opportunities and challenges we face, and are underpinned by our CORE Values of **collaboration**, **openness, respect** and **empowerment.**

Smoking ceremony and site blessing on the grounds of the John Hunter Hospital before the collection of Ochre, a precious resource for First Nations people. (L-R) Aunty Cheryl Smith, Uncle Raymond Smith, Awabakal Cultural and Heritage Officer Peter Townsend and Worimi didgeridoo player John Schultz.

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Our Services

Our services span capital infrastructure, asset advisory and precinct planning and delivery to enable integrated, sustainable healthcare delivery.

Our Culture and People

Our workforce is agile and embeds an industry-leading culture of diversity, inclusion, safety and wellbeing which we extend to our partnerships.

OUR VISION

We deliver future focused, innovative and sustainable infrastructure and support solutions that enable value-based healthcare delivery in New South Wales.

Our Partners

Our work is informed by consumer and partner insights and feedback and we integrate across NSW Health, government and industry to deliver improved outcomes.

Our Efficient Business

Our people are supported by robust systems that drive high quality outcomes and continuous improvement and our partners depend on our intellectual property and resources.

(L-R) Hunter New England Local Health District staff Marty Roberts and Kayla Potter.

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Former Crookwell High School student and Yuin artist, Brock Chudleigh in front of his artwork featured on a 5.5 metre high steel external staircase at the Goulburn Hospital and Health Service Redevelopment.

Our RAP

Our Reflect RAP is a framework to build on our existing relationships and previous positive experiences working with Aboriginal and Torres Strait Islander communities to achieve culturally appropriate outcomes.

It will lay the foundation for the development of our future RAPs. Health Infrastructure's Chief Operating Officer is our RAP Sponsor and Champion.

We acknowledge and seek to understand the wrongs done to Aboriginal and Torres Strait Islander peoples resulting in inequality between First Australians and non-Indigenous Australians including in health, life expectancy, infant mortality, social justice, education and employment.

Developing and implementing a Reflect RAP is a strategic commitment to positive actions towards celebrating, connecting and collaborating with Aboriginal and Torres Strait Islander peoples and their unique contributions to our business and the communities we serve in NSW.

We acknowledge that the hospitals, healthcare facilities and assets we build are an extension of Country. We recognise our unique responsibility to care for Country as the infrastructure delivery arm of NSW Health. This responsibility includes valuing and respecting Aboriginal and Torres Strait Islander cultural knowledge in the planning and delivery of health assets across NSW, with Aboriginal and Torres Strait Islander peoples co-leading their design and development.

We are committed to learning more about the Traditional Owners of the lands on which we operate and identifying ways we can become more involved in gaining a deeper understanding and knowledge of Aboriginal and Torres Strait Islander cultures.

This RAP has been designed to build cultural awareness, understanding and competency for our people, and influence our service delivery. It will support us to create a workplace culture that respects Aboriginal and Torres Strait Islander histories, proactively addresses racial prejudice and discrimination, and actively pursues meaningful, long-term relationships with all our partners, Aboriginal and Torres Strait Islander and non-Indigenous, underpinned by the foundational principles of patience and deep listening.

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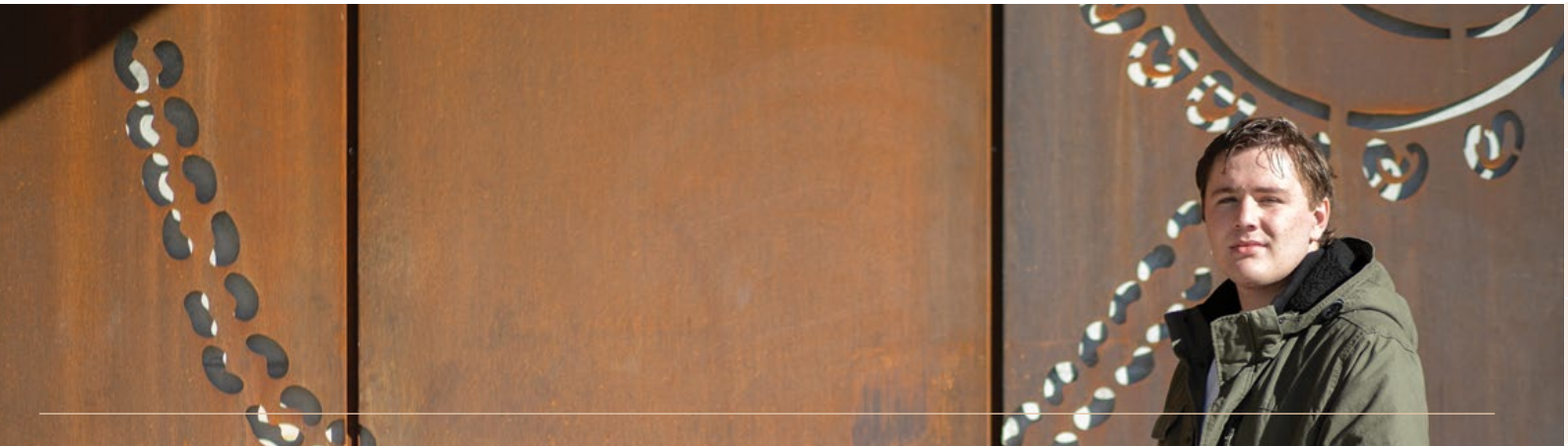
We will know our reconciliation journey has been successful when:

- our RAP is incorporated into all Health Infrastructure operations and embedded into all aspects of our daily business
- we have increased the number of culturally informed conversations we hold with our project partners
- we have increased the number of partnerships established with Aboriginal and Torres Strait Islander organisations and communities
- we have significantly increased the number of Aboriginal and Torres Strait Islander staff working for Health Infrastructure
- a larger number of Aboriginal and Torres Strait Islander businesses are engaged in our procurement process
- we can demonstrate that we are culturally capable in all that we do
- all our people understand the complexity and importance of Country to Aboriginal people and are committed to reinforcing its importance through the implementation of our guideline *Implementing the Connecting with Country Framework*
- we achieve outcomes beyond the scope of deliverables identified in our Reflect RAP
- commitment to the reconciliation journey is recognised across our organisation as an investment
- Aboriginal and Torres Strait Islander peoples and communities want to engage with us and work with us
- Aboriginal and Torres Strait Islander communities we work with and serve tell us they feel heard, included, and that their involvement in planning and delivering of our health assets has helped strengthen sense of ownership, belonging and place
- we can effectively demonstrate that we are meaningfully connected to Countries
- all of our people are clear about their responsibilities to our RAP.

We know success will require us to have the right attitude, provide adequate resources and create an environment that embraces change. We also recognise the importance of strong leadership from the Chief Executive and Executive Leadership Team, the need to have our people on board, a focus on building relationships internally and externally and for Health Infrastructure to have the courage, confidence, skills and time to reach out to Aboriginal and Torres Strait Islander peoples, communities and organisations.



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Case study | Macksville District Hospital

Designing with Country

Gumbaynggirr Country | Macksville, NSW | Mid North Coast Local Health District

Darruyaya yilaaming Gamanggundi Darrunda warrun (Welcome to this place of healing).

In May 2020, the new Macksville District Hospital opened on Gumbaynggirr Country and followed extensive engagement led by the local Aboriginal community of Fresh and Saltwater peoples. The project is significant to Health Infrastructure's reconciliation journey as it was designed to respond to how local Aboriginal communities live with the land, implementing the concept of Designing with Country.

In addition to the architectural design and orientation of the new campus, the Arts in Health strategy for the new hospital engaged with three Gumbaynggirr communities – Bowraville, Macksville and Nambucca Heads – of the Nambucca Valley who came together and decided on the theme 'Mountains to the Sea', based on ancient Songline, of weather patterns and water as healing life force.

Facilitated by Saltwater Freshwater Arts Alliance and the National Aboriginal Design Agency and led by Elders, the collaboration of three high-schools, working across three river communities and supported by 12 organisations, resulted in delivery of four large-scale, ceiling suspended weavings and one collaborative wall-relief artwork representing Juluum-nyarr gaagal-gu or 'Mountains to the Sea'. Making language visible in wayfinding was also instrumental to the cultural safety embedded across the project.

Through multi-dimensional arts experiences – music, film, language, weaving, design and storytelling – co-designed and co-delivered with community, the new Macksville District Hospital built a sense of familiarity for the community to a new facility delivered on a greenfield site. This self-determined project is leaving a lasting community legacy with support from many partners and stakeholders including:

- Mid North Coast Local Health District, Aboriginal Reference Group – Macksville District Hospital
- Arts Working Group – Macksville District Hospital
- Macksville High School
- Bowraville Central School
- Nambucca Heads High School
- Muurrbay Aboriginal Language and Culture Co-operative
- Bowraville Local Aboriginal Land Council
- Unkya Local Aboriginal Land Council
- Nambucca Heads Local Aboriginal Land Council
- Bowraville Women's Group
- Country Women's Association Macksville
- Nambucca RSL Club.

Scan the QR code to watch a short video about the Arts In Health Infrastructure at Macksville District Hospital.

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(Clockwise from Top Right) Aunty Lauren Jarrett teaches weaving techniques; The Muurrbay Bundani (tree of life) artwork; Artist and weaver Denise Buchanan shares her knowledge; Finalising the artworks which showcase First Nations creation stories; Local school children collaborate with local elders.

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“That’s what’s so wonderful about this project, we’re actually bringing our creation stories into the hospital, and there are so many people that come in and out, so the community are going to know these stories.” Jasmine Stadhams, Artist and Weaver

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The woven artworks represent (Left page) Freshwater, with a Jibaanga (waterhole) and freshwater creatures and (Right page) Saltwater, with a Gurruuja (whale) mother and baby.

Three large woven artworks reflecting Country from the 'Mountains to the Sea' were created by Gumbaynggirr Weavers Aunty Lauren Jarrett, Jasmine Stadhams and Denise Buchanan, with the help of the local community.

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Our reconciliation journey to date

In delivering infrastructure solutions and services to support the healthcare needs of NSW communities, we acknowledge our responsibilities to Aboriginal and Torres Strait Islander communities and peoples.

We are committed to engaging with Elders and other community members to ensure the design, planning and construction of health capital works, our programs, precincts, and partnerships, contribute to successful health outcomes. We do this by:

- embracing Aboriginal and Torres Strait Islander ways of being, doing and knowing to create culturally safe spaces for the delivery of health services
- respecting that for more than 60,000 years, First Nations peoples have lived in close physical and spiritual connection with the land, water, flora and fauna – caring for and belonging to Country
- reflecting on and understanding that connections to land (and therefore impacts on the land) along with those to family, kin, community and ancestors are fundamental to the health and wellbeing of Aboriginal and Torres Strait Islander peoples.

Our Reflect RAP is a natural progression of a continual learning process that commenced many years ago.

The creation and implementation of the *Health Infrastructure: Implementing the Connecting with Country Framework Guideline* in 2022 is an important step in our reconciliation journey. The guideline provides a set of principles, practical suggestions and guidance on preparing for activities that will enable Health Infrastructure to fulfill our cultural obligations to Aboriginal communities. Successful implementation of the guideline will yield significant benefits, creating culturally safe and welcoming places that are intended to increase Aboriginal engagement with the healthcare they receive and ultimately improve Aboriginal health outcomes.

The guideline is based around seven critical commitments under the NSW Government's *Connecting with Country Framework*. We will:

1. Respect the rights of Aboriginal peoples to Indigenous cultural intellectual property, and we will support the right of Country to be cared for.
2. Prioritise Aboriginal people's relationship to Country, and their cultural protocols, through education and enterprise by and for Aboriginal people.
3. Prioritise financial and economic benefits to the Country where we are working, and by extension to the Traditional Custodians of that Country.
4. Share tangible and intangible benefits with the Country where we are working, and by extension the Traditional Custodians of that Country, including current and future generations.
5. Respect the diversity of Aboriginal cultures, but we will prioritise the local, place-specific cultural identity of the Country we're working on. Aboriginal people will determine the representation of their cultural materials, customs, and knowledge.
6. Prioritise recognition and responsibility of Aboriginal people, supporting capacity building across Aboriginal and non-Aboriginal communities, and across government project teams.
7. Support Aboriginal people to continue their practices of managing land, water, and air through their ongoing reciprocal relationships with Country. We will create opportunities for traditional first cultures to flourish.

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(Top to Bottom): A walk on Ngarabal Country at Boorabee and The Willows near Glen Innes; Darug language wayfinding signage at the Nepean Hospital Redevelopment; Artist Hiromi Tango, whose sculpture 'Garden' will feature in the main entry of the Tweed Valley Hospital.

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Case study | Eurobodalla Regional Hospital Development

Connecting with Country

Yuin Country | Eurobodalla, NSW | Southern NSW Local Health District

The new Eurobodalla Regional Hospital Development is a pilot project for the NSW Government Architect's *Connecting with Country Framework* and is expected to open to patients in 2025.

Over the past two years, the project team has nurtured strong partnerships with the local Aboriginal community of the Yuin Nation. Together, their efforts have resulted in an open and collaborative relationship that is about more than bricks and mortar; the partnership has enabled community-led decision making that will have an enduring and positive influence on the healthcare Aboriginal people will receive in the years to come.

In late 2022, a ceremonial land cleansing was carried out on the site of the new hospital as part of an ancient Aboriginal tradition used to regenerate Country and prepare the land as a safe and welcoming place. Led by Aboriginal Elders and knowledge holders on Yuin Country, the event included a traditional smoking ceremony and cultural burn and was the first to be carried out on a NSW hospital project site.

Scan the QR code to watch a short video about the New Eurobodalla Regional Hospital, Cultural Burn.

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Cultural dancers Muladha Gamara perform a cultural burn ceremony on the site of the new Eurobodalla Regional Hospital, Yuin Country.

Yuin Elder Uncle Bunja Smith said cultural burning is an ancient fire practice used by Aboriginal people for over 60,000 years.

"For millennia, Aboriginal people managed the land through cultural burning – it was one of our farming and land management practices to care for Country and will help to restore the land to create a healthy foundation from which the new hospital can grow."

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Our reconciliation journey

2007

Health Infrastructure (HI) is established.
Cammeraygal Country

Auburn Hospital open and is the first HI project to celebrate local First Nations community and its connection to Country, including artwork The Universal Journey by Aboriginal artist Bronwyn Bancroft.
Darug Country

2012

HI recognises First Nations culture through planning and design, including Royal North Shore Hospital artwork Water, Earth, Fire, Air by Bundjalung artist Bronwyn Bancroft.
Cammeraygal Country

2013

NSW Aboriginal Health Plan 2013 – 23 released that informs planning for new health services and models of care on H I redevelopments.

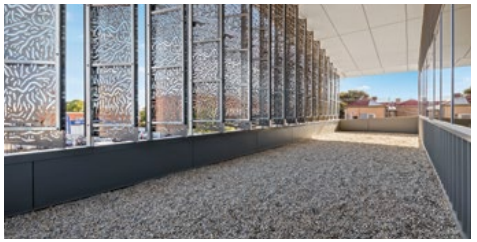
2015

Dubbo Base Hospital commissions Guwimilgabang Baaribang Women's long dance belt by Diane Riley-McNaboe (Wiradjuri/Gamilaroi) with Jonathan Jones (Wiradjuri/Gamilaroi). The self-determined project by Thubbaga Elders, and co-delivered with community, is a first of its kind for HI.
Wiradjuri Country

2016

Blacktown Hospital Clinical Services Building showcases the significance of Aboriginal story telling for improved cultural safety with artwork Call of Home by Leanne Tobin (Darug) and architect Chris Bosse. The story depicts the eel migration from the Coral Sea to Darug Country.
Darug Country

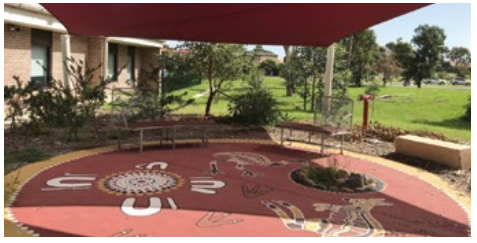
2016



Broken Hill Hospital redevelopment opens after project collaboration with local First Nations community. The redevelopment includes a significant building façade artwork from environmental activist, artist and Barkandji Elder, Uncle Badger Bates.
Wilyakali Country

NSW Health Statement of Commitment is relaunched.

Randwick Campus Redevelopment establishes ongoing partnerships with La Perouse Local Aboriginal Land Council and the Gujaga Foundation for the Randwick Health and Innovation Precinct project.
Bidjigal Country



Aboriginal Healing Garden at Mount Druitt Hospital Community Dialysis Centre commissioned after consultation with the local First Nations community, local artists, and the Muru Mittagar Aboriginal Cultural and Education Centre. The garden features artwork by celebrated local Elder Uncle Danny Eastwood and sculptor Henryk Topolnicki.
Darug Country

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2018

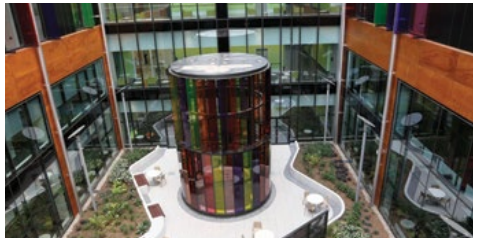
NSW Government Action Plan: A Ten Point Commitment to the Construction sector launches with a focus on improving skills training and Aboriginal participation in the sector. HI continues to collaborate with industry to strengthen initiatives across procurement, employment, training, and skilling.

2019

Landmark agreement established for the Buronga HealthOne integrated facility between Barkandji Native Title Group Aboriginal Corporation, Barkandji and Malyangapa Aboriginal communities, and NSW Health.
Barkandji Country

Works at the Griffith Hospital Redevelopment uncover 30,000 artefacts which are presented to the Griffith Local Aboriginal Land Council.
Wiradjuri Country

An Aboriginal Hearth, with cultural and national significance, is uncovered on-site at the new Prince of Wales Hospital Acute Service Building in Randwick. The Hearth, one of only three found in NSW, is safely returned to the La Perouse Local Aboriginal Land Council.
Bidjigal Country



New Blacktown Hospital Acute Services Building installs a major artwork Between Earth and Sky by Leanne Tobin, to welcome people to Darug Land. The work is a collaboration with the Darug Tribal Corporation, Darug Custodial Aboriginal Corporation, Blue Mountain Aboriginal and Cultural Resource Centre, and knowledge holders.
Darug Country

2020

NSW Government Architect releases Draft Connecting with Country Framework.
Gadigal Country

Darruyaya yilaaming Gamanggundi Darrunda warrun (Welcome to this place of healing). New Macksville Hospital opens featuring community artwork that responds to local First Nations communities' connection with land, seasons and waterways.
Gumbaynggirr Country

2021

Eurobodalla Regional Hospital Development is announced as a Connecting with Country pilot project, and extensive consultation with the local First Nations community begins.
Yuin Country

2022

Prince of Wales Hospital Acute Services Building construction complete, with 179 Aboriginal and Torres Strait Islander contractors inducted onto the project site and working over 69,600 hours during the build.
Bidjigal Country

HI starts development on its first Reconciliation Action Plan
Cammeraygal Country

HI creates and appoints to its first role dedicated to achieving reconciliation, Manager Aboriginal Outcomes.
Cammeraygal Country

HI launches Implementing the Connecting with *Country Framework Guideline*

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Our RAP working group

Our RAP Working Group is a passionate group of people who will play a significant role in driving, championing and achieving our RAP outcomes.

Our working group is made up of people from within and outside of Health Infrastructure. Three of our members identify as First Nations people.

The members of the RAP working group have shared their thoughts on the question 'What does our Reflect RAP mean to you?'

Emma Skulander, Chief Operating Officer and Executive Sponsor

"Creating a meaningful and tailored approach for the work that we do is so important – I feel proud to be part of something that will support genuine reconciliation."

Mark Brockbank, Director, Rural and Regional

"It's critical to connect Aboriginal people to the healthcare they receive and improve health outcomes. Our RAP is a vital body of work that will help turn positive intentions into positive actions."

Lachlan Falconer-Adams, Project Director, Rural and Regional | Kamilaroi

"Our RAP is an important next step towards creating meaningful representation and care for our mob and Country."

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Nick Brooker, Senior Project Director, Statewide Mental Health Program

"Too often we take a disparate approach to health. Our RAP finally brings together a commitment to collaborate with First Nations people across the state to build stronger relationships and deliver better services for the community."

Mark Greene, Project Director, Rural and Regional

"To me our RAP lets us acknowledge the harm that has been done to First Nations peoples, and then helps build understanding and sharing of culture to move forward, as friends."

Jennifer Daylight, Aboriginal Outcomes, Strategy and Operations | Gamilaraay

"Welcoming health spaces means better health outcomes for Aboriginal people – built alongside community to service their needs. This is what the RAP will do."

Ange Hubbard, Business Partner, People and Performance

"Our RAP will help us to further solidify our commitment to creating a diverse workplace where everyone feels included and has a sense of belonging."

Nathan Jones, Director – Aboriginal Health, South Western Sydney Local Health District | Bundjalung

"HI's RAP provides an opportunity for stakeholders, including my LHD, to collaborate further and I'm excited to see what we can achieve working together."

Orestes Lomis, Project Director, Rural and Regional

"To me the RAP is a symbolic and material commitment to elevating First Nations people and culture within Health Infrastructure."

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Leone McEntee, Director – Organisational Strategy, Strategy and Operations

"Our RAP is an important first formal step on our reconciliation journey and it will guide us in delivering culturally safe and inclusive health facilities for all Australians into the future."

Marcelle McLaughlin, Program Manager, Project Advisory Services

"Our RAP will make a difference to our community, by recognising and being respectful of our past and learning from this to nurture equality for all Australians within our diverse community."

Rachel Mitchell, Manager – Planning, Development and Commercial

"Developing and implementing our Reflect RAP is an important step for our long-term commitment to positive actions towards celebrating, connecting and collaborating with Aboriginal and Torres Strait Islander peoples."

Nicholas Rayner, Senior Project Director, Rural and Regional

"Our RAP demonstrates our true commitment to ongoing engagement with Elders and community leaders in the planning, design and delivery of our projects."

Joshua Scharfegger, Project Director, Western

"Our Reflect RAP defines our commitment to listen and learn through authentic partnerships with Aboriginal organisations and peoples, to guide how we best deliver on community need."

Meagan Schlecht, Business Partner – Communications and Engagement, Rural and Regional (South)

"I'm passionate about reconciliation and our RAP for its role in bringing about trust, understanding and respect to enable a better future for First Nations people."

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Ingrid Segovia, Project Director – Sustainability, Project Advisory Services

"Our RAP helps provide us the opportunity to create a new future that is culturally inclusive and cares for Country. "

Brian Shaw, Program Manager, Asset Management Integration

"It's about raising awareness of the past and providing a learning opportunity moving forward to help enable everyone to live together in an open and respectful way."

Wade Sutton, Advisor – Design, Project Advisory Services

"The collaborative work completed for RAP sets a strong foundation for meaningful engagement around Connection with Country and Designing with Country initiatives moving forward."

Brigette Uren, Program Director – Arts, Project Advisory Services

"It's about helping us all to listen more carefully, to encourage greater diversity in our thinking, our behaviours, and our actions."

Artwork displayed in the front of house at Dubbo Hospital by Jade Oakley in collaboration with Local Kamilaroi-Wiradjuri Elder, Diane McNaboe. The patchwork of paper is inspired by traditional possum skin cloaks worn by First Nations people.

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Uncle Victor Slockee at the Tweed Valley Hospital Hub construction kick-off event.

Our partnerships and current activities

We have engaged with Aboriginal and Torres Strait Islander peoples and communities over many years in the planning and delivery of numerous projects throughout NSW, leading to several partnerships that have helped us deliver culturally informed infrastructure.

Our inaugural RAP will provide direction, accountability and visibility to ensure our knowledge base continues to grow, enabling us to identify ways we can become more involved with Aboriginal and Torres Strait Islander communities. The continuing establishment of genuine partnerships based on trust and respect will enable our people and organisation to develop a more substantial understanding of First Nations communities, their stories and their cultures, and to deliver on our responsibility to care for Country.

"I am extremely proud to be working in a non-traditional role as a female Indigenous woman on such a large and important project. This opportunity has also resulted in me now being the primary provider in my family, enabling my partner to focus on completing a trade qualification at TAFE NSW."
Nikita Whirisky

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Case study | Randwick Campus Redevelopment

Working to improve Aboriginal employment outcomes

Bidjigal and Gadigal Countries | Randwick, NSW | South Eastern Sydney Local Health District

In line with the NSW Government's Aboriginal Procurement Policy and Infrastructure Skills Legacy Program, Health Infrastructure is working with our project partners to support pathways to employment programs through registered training organisations and indigenous owned and operated recruitment firms, including iTradies and CareerTrackers.

Nikita Whirisky, a proud Widi woman of the Birri Gubba Nation joined the Randwick Campus Redevelopment project in 2018, working for Principal Contractor Lendlease through a labour hire agency. Within a short time, site management noticed her dedication to the role, capabilities and contributions to site culture, by naturally becoming an unofficial mentor to other Indigenous workers on the project.

This translated to further training and development opportunities for Nikita, including first aid, fork lift, hoist driver and traffic control. With these additional skills, Nikita secured full time employment in 2020. Through this genuine investment in her skill development and career pathway, the experience has been transformative for both Nikita and the culture of the project.

To date, 179 Aboriginal and Torres Strait Islander staff have been inducted onto the project site, working more than 79,800 hours to build the new Prince of Wales Hospital Acute Services Building. The new hospital is being delivered as part of the $1.5 billion Randwick Campus Redevelopment.

Nikita Whirisky at the Randwick Campus Redevelopment site.

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Case study | Buronga HealthOne

Empowering through partnership

Barkandji Country | Buronga, NSW | Far West Local Health District

From the first Walk on Country, the design and delivery of the new Buronga HealthOne exemplified trust and respect, partnership, collaboration, capacity building, and responsiveness to its unique Country, culture and community.

Buronga HealthOne, a hub in a Far West networked heath service, marks the first time the NSW Government has initiated an Indigenous Land Use Agreement and lease. It preserves Native Title rights and has helped establish a long-term relationship between the Barkandji people and Far West Local Health District (FWLHD).

The partnership is more than just the property agreement. It requires NSW Health and the Barkandji Corporation to have ongoing dialogue around health outcomes and opportunities for Aboriginal participation in the broader health system, and ongoing opportunities for employment and enterprise.

To deliver much-needed new health services on Country, and positive patient experiences, more than 200 Barkandji and Malyangapa Elders, knowledge-holders and community members collaborated with Health Infrastructure and the project team to bring essential health services to the area while maintaining cultural guidance of the land.

Community led the thinking for the facility design, landscaping, wayfinding in language, healing gardens and the yarning circle for respite and ceremony, ensuring Aboriginal culture was visible and celebrated.

The project also demonstrated the value of a cultural engagement strategy and the success of engaging Aboriginal enterprise – the majority Aboriginal-owned construction company Barpa built the centre, providing employment for around 24 Aboriginal people.

The connection of land to community health and well-being genuinely marks a change in the design approach and will deliver an ongoing legacy of purpose and connection, with the potential for future health and social services to be delivered around the 'health hub' naturally evolving around the centre and adjacent yarning circle.

Combined with this sympathetic design, familiarisation events including an open day, supported strategies to reduce healthcare avoidance and create positive experiences by ensuring Aboriginal peoples feel welcome, recognised, safe and comfortable, reducing the need for hospital treatment away from family and Country, and tackling health inequality.

Buronga's unique collaboration was recognised with Kumparla (meaning 'tree' or 'coolabah') – a 'relationship tree' planted to symbolise growth, strength, togetherness in our connection to Country, and partnership between FWLHD and the Barkandji Nation to deliver a culturally safe, welcoming place for good health now and into the future.

Legacy benefits will continue to be generated by collaboration between NSW Health, Barkandji and Training Services NSW to develop programs to build local skills capabilities in the region, and to assist people to develop business opportunities associated with the health facility.

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Far West Local Health District staff members Corina Kemp, Umit Agis, John Nicholls and Cliff Williams (Back row) and Barkandji writer and poet, Brian Hunt and Barkandji Elder, Peter Peterson (Front row) plant trees in the Buronga HealthOne garden.

Landscaping around the Buronga HealthOne, which was constructed in consultation with local Barkandji community, includes a sensory garden, native trees and a yarning circle / meeting place.

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A site visit to the Buronga HealthOne during the planning and design phase before construction started. (L-R) Leo Cooper - NBRS Architecture, Rita Corbett – Health Infrastructure, Anya Woodward – Currie and Brown, Michael Brooks – Health Infrastructure, Warren Clark – Barkandji Native Title Group, Kathy Potter - Barkandji Native Title Group, Donna Cruickshank – FWLHD, Jeremy Clark – Indigenous construction company , Barpa.

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Connection to Country stays with us – reflection by Corina Kemp, Dieri-Mulyangaba-Barkindji Woman, Executive Manager Aboriginal Health and Community Relations, FWLHD

"The dedication, commitment and partnership with the Barkindji Tribe enabled Aboriginal people to have a voice, to be heard, and for culture to be considered with this build. To incorporate the cultural initiatives in a way that is respectful to our cultural protocols really highlights that this development is purposeful for our Community.

I'm very strong in my culture, having cultural knowledge shared with me by my Elders, and being connected to my people and my land physically and spiritually. The yarning circle and the relationship tree are very significant to me and my people. To have planted that tree with my Elders and over time to watch it grow with our service is really symbolic. The thought that has gone into making it safe and welcoming means there's no barriers to our people using these facilities – it's accessible to everyone.

When you walk out on Country you feel the sense of connection, a sense of belonging, and to have that same sense of connection in the building is uplifting. We take those feelings with us when we walk through the doors and that connection to Country stays with us. We know and respect that these are the lands of our ancestors, our people, our Barkindji people."

Snapshot

- First project to seek to preserve Native Title rights via an Indigenous Land Use Agreement and lease.
- Extensive Aboriginal community consultation and leadership in planning and design.
- Expansive artwork program to incorporate local culture.
- Shared community yarning circle and 'Kumparla' relationship tree in the public space next to the facility.

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Case study | Dubbo Base Hospital

Guwimilgabang Baaribang

Wiradjuri Country | Dubbo, NSW | Western NSW Local Health District

The Women's long dance belt artwork, by Diane Riley-McNaboe (Wiradjuri/Gamilaroi) with Jonathan Jones (Wiradjuri/Gamilaroi), is titled Guwimilgabang Baaribang and is made of hand-crafted aluminium, copper and brass.

Traditionally made by roping cockatoo and emu feathers together, women's belts are worn during ceremonial dances with the longer dance belt used only by older women. During the dance, the older women – healers of community and Country – hold onto the belt, linking everyone together. It represents community and healing and reassures patients that they're not alone and will be well looked after at the hospital.

On display in the foyer of Dubbo Base Hospital, it was created with the assistance of a wide range of local community members and initiated by the local Thubbaga Elders. The project was fully funded by third party grants and sponsorships and has led to a 27 per cent increase in first-time presentation of Aboriginal women before they are in active labour.

Scan the QR code to watch Dubbo Hospital Redevelopment – Documentary "Guwimilgabang Baaribang"

Wiradjuri Elder and artist Diane McNaboe (Aunty Di) and local Wiradjuri women performing the dance in front of artwork 'Guwimilgabang Baaribang' when Dubbo Base Hospital's Talbragar Building was officially opened in January 2016.

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Central courtyard of the Mudgee Hospital which is used as a therapy garden for patients and features an memorial lamp that stood in the old Community Health grounds.

Our action areas

Our Reflect RAP action areas are inspired by and build on the Reconciliation Australia guidelines.

1. Relationships

We will actively communicate our commitment to reconciliation and continue to establish and strengthen positive relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

2. Respect

Our people will demonstrate respect to Aboriginal and Torres Strait Islander peoples through a process of learning that increases understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.

3. Opportunities

We will work with Aboriginal and Torres Strait Islander peoples to ensure our capital projects are culturally informed, welcoming, demonstrate respect for Country and most importantly improve health outcomes for Aboriginal and Torres Strait Islander peoples. We will also identify and implement opportunities to improve Aboriginal and Torres Strait Islander employment outcomes and increase Aboriginal and Torres Strait Islander involvement in our supply chain.

4. Governance

We will enact governance processes that ensure implementation of this RAP and future RAPs is successful and enable us to learn lessons and report on our achievements.

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1. Relationships

We will actively communicate our commitment to reconciliation and continue to establish and strengthen positive relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander led organisations that we could collaborate with to improve Aboriginal and Torres Strait Islander health and employment.	April 2023	Manager Aboriginal Outcomes
	Ensure all projects commencing after June 2022 have identified Aboriginal and Torres Strait Islander stakeholders and organisations and ensure early engagement.	Review May 2023	**Lead**: Manager Aboriginal Outcomes **Support**: Project Communications and Engagement
	Identify five capital projects to monitor the outcomes achieved through the Health Infrastructure *Implementing the Connecting with Country Framework Guideline.*	April 2023	Manager Aboriginal Outcomes
2. Build relationships through celebrating National Reconciliation Week (NRW).	Reconciliation Australia's NRW resources and a calendar of significant NRW events will be developed and circulated.	May 2023 and 2024	Manager Aboriginal Outcomes
	RAP Working Group members will engage in external NRW or other events.	May, June 2023 and 2024	Director Strategy
	Our workforce including senior leaders is encouraged and supported to attend at least one NRW or other event.	May, June 2023 and 2024	Chief Operating Officer

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(L-R) Glenda Jessop, Michelle Jessop and June Russell on the site of the new Eurobodalla Regional Hospital, Yuin Country.

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and deliver a Reflect RAP Communication Plan to raise awareness among our workforce and external stakeholders of our RAP, commitments and reconciliation activities.	February 2023	Director Communications and Engagement
	Identify external stakeholders and forums that we can access to support our reconciliation journey.	February 2023	**Lead:** Director Communications and Engagement **Support:** Manager Aboriginal Outcomes
	Identify RAP organisations and/or other like minded organisations that we can collaborate with on our reconciliation journey.	April 2023	Manager Aboriginal Outcomes
	Ensure our workforce has access to information about our Reflect RAP.	February 2023	Director Communications and Engagement
4. Promote positive race relations through anti-discrimination strategies.	Identify and promote best practice policies in areas of race relations and anti-discrimination.	June 2023	Director People and Performance
	Conduct a review of HR policies and procedures to identify alignment with anti-discrimination provisions and future needs.	June 2023	Director People and Performance

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2. Respect

Our workforce will demonstrate respect to Aboriginal and Torres Strait Islander peoples through a process of learning that increases understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Ensure existing workforce has undertaken the newly developed NSW Health cultural awareness training modules.	February 2023	Director People and Performance
	Ensure workforce commencing after 30 June 2022 have completed the NSW Health cultural awareness training modules within six months of commencement.	Review May 2023	Director People and Performance
	Undertake a workforce survey to understand our current benchmark of cultural understanding so we can build upon it in the future.	June 2023	Manager Aboriginal Outcomes
	Identify meaningful cultural immersion experiences for executive leadership to raise awareness and engagement.	June 2023	Manager Aboriginal Outcomes
	Ensure a walk on Country with Traditional owners and/or knowledge holders is carried out at the start of a project to increase understanding, value and recognition of place.	Review May 2023	**Lead**: Manager Aboriginal Outcomes **Support**: Project Communications and Engagement

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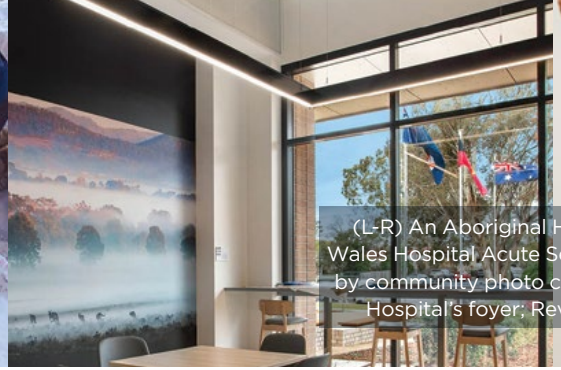

(L-R) An Aboriginal Hearth uncovered on-site at the new Prince of Wales Hospital Acute Service Building; Photograph 'Day Break Dash' by community photo competition winner Amber Hooper in Mudgee Hospital's foyer; Reveal of artwork at Macksville District Hospital.

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols and language.	Smoking ceremonies and Welcome to Country ceremonies are facilitated where appropriate on all project sites.	March 2023	**Lead**: Manager Aboriginal Outcomes **Support**: Regional Directors
	Our workforce understands the importance of cultural protocols including Welcome to Country and Acknowledgment of Country.	March 2023	Manager Aboriginal Outcomes
	Aboriginal and Torres Strait Islander flags are represented on all project site offices.	March 2023	**Lead**: Manager Aboriginal Outcomes **Support**: Regional Directors
	All new facilities display plaques or similar acknowledging the local Traditional Owners or Custodians of the lands and waters.	June 2023	**Lead**: Manager Aboriginal Outcomes **Support**: Regional Directors
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Identify opportunities to support external NAIDOC activities in the spirit of 'giving back' to Community.	March 2023	Manager Aboriginal Outcomes
	Provide information to our workforce to raise awareness of the meaning of NAIDOC Week.	June 2023	Director Communications and Engagement
	Encourage our workforce to participate in NAIDOC Week by promoting internal and community events across NSW.	June 2023	Director Communications and Engagement
	RAP Working Group members actively participate in external NAIDOC Week events across NSW.	July 2023	**Lead**: Director Strategy **Support**: Manager Aboriginal Outcomes

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3. Opportunities

We will work with Aboriginal and Torres Strait Islander peoples to ensure our capital projects are culturally informed, welcoming, demonstrate respect for Country and most importantly improve health outcomes for Aboriginal and Torres Strait islander peoples. We will also identify and implement opportunities to improve Aboriginal and Torres Strait Islander employment outcomes and increase Aboriginal and Torres Strait Islander involvement in our supply chain.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Document the current Aboriginal and Torres Strait Islander workforce to inform future employment and professional development opportunities.	February 2023	Director People and Performance
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2023	Director People and Performance
	Review our Diversity and Inclusion Action Plan to identify opportunities to create Aboriginal and Torres Strait Islander identified positions including traineeships, internships, cadetships and direct employment targeting young people.	March 2023	Director People and Performance
	Explore and document opportunities to develop existing or potential community partnerships that provide pathways to education and employment for Aboriginal and Torres Strait Islander peoples.	September 2023	Manager Aboriginal Outcomes
	Jobs will be advertised on Aboriginal and Torres Strait Islander networks and employment platforms and commence working with an Aboriginal and Torres Strait Islander employment specialist to understand common barriers to accessing opportunities.	June 2023	Business Partner People

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Cultural Awareness training, run by the Gujaga Foundation, which helps participants learn more about Aboriginal foundational culture, knowledge systems and kinship structures.

Action	Deliverable	Timeline	Responsibility
9. 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 to promote an understanding of the mutual benefits of this procurement model.	June 2023	Director Procurement
	Continue to attend NSW Procurement events targeting Aboriginal and Torres Strait Islander owned businesses and Supply Nation endorsed companies.	February 2023	Director Procurement
	Work with tenderers to consider engagement with local Aboriginal and Torres Strait Islander owned businesses as part of their tender submission.	June 2023	Director Procurement
	Investigate membership of Supply Nation.	June 2023	Director Procurement

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4. Governance

We will enact governance processes that ensure implementation of this RAP and future RAPs is successful and enable us to learn lessons and report on our achievements.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of RAP.	Establish a RAPWG to govern the implementation of the RAP.	February 2023	Director Strategy
	A clear Terms of Reference for the RAPWG will be developed.	February 2023	Director Strategy
	The RAPWG will include Aboriginal and/ or Torres Strait Islander representation.	February 2023	Director Strategy
11. Provide appropriate support for effective implementation of RAP commitments.	Resources needed for successful implementation of the Reflect RAP will been identified.	February 2023	Director Strategy
	Senior leaders are and will continue to be engaged in development of the RAP and we have an Executive Sponsor.	February 2023	Director Strategy
	Systems and capability will be in place to effectively track, measure and report on RAP commitments.	February 2023	Manager Aboriginal Outcomes

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(L-R) Cultural walk with Yuin Nation guide Patricia Ellis on the Bingi Dreaming Track, Eurobodalla National Park; Dubbo Hospital artwork 'Nill Wilima' by Jade Oakley and local Elder and artist, Diane McNaboe; Tweed Valley Hospital Aboriginal Community Working Group Health Hub walk.

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	We have verified primary and secondary contact details with Reconciliation Australia.	June 2023 and annually	Director Strategy
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023	Manager Aboriginal Outcomes
	Incorporate RAP achievements into Corporate Strategy, business unit planning and organisational review and reporting processes and communicate to leadership, all staff and partners.	June 2023	Director Strategy
	Our endorsed RAP is published on our website and formally launched.	February 2023	Director Communications and Engagement
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to start developing our next RAP.	February 2023	Manager Aboriginal Outcomes
	Evaluate our Reflect RAP and identify opportunities for improvement and success.	September 2023	Lead: Manager Aboriginal Outcomes Support: RAP Working Group

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1 Reserve Road
St Leonards NSW 2065
Phone: (02) 9391 9000
Email: HI-Info@health.nsw.gov.au
www.hinfra.health.nsw.gov.au