

Innovate Reconciliation Action Plan

July 2025 - July 2027



**WA Primary
Health Alliance**
Better health, together

Acknowledgment

WA Primary Health Alliance acknowledges and pays respect to the Traditional Owners and Elders of this country. We recognise their diversity and the significant importance of their cultural heritage, values and beliefs, and self-determination in contributing to the positive health and wellbeing of the whole community.

Artwork

Koorn Koorl Danjoo (Coming Together)
By John Walley

Koorn Koorl Danjoo (Coming Together) symbolises the journey of the eight WA Primary Health Alliance regions coming together to a central meeting place as the feet and circles increase in size towards the meeting place (main circle).

The eight circles each represent one of the seven country regions and the Perth metropolitan region as you travel from the far north or south to this central meeting place. Each of the circles has an animal or plant illustration connected to the region that is common and representational of that area.

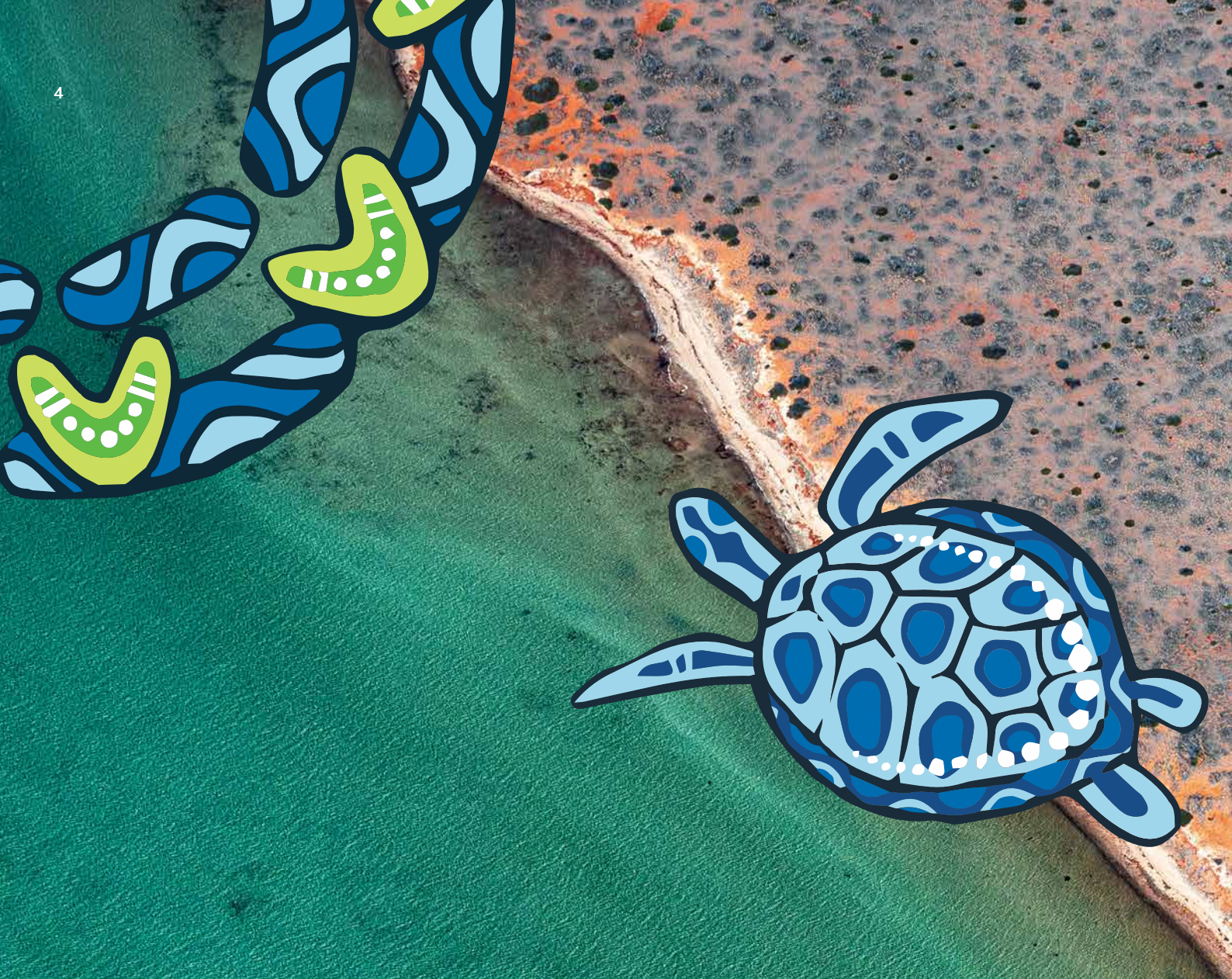
Starting from the top the first region is the Kimberley symbolised by the turtle, then the Pilbara and Sturt's Desert Pea, the Goldfields and honey ant, the Midwest and the goanna, the Wheatbelt and the Kangaroo Paw, Perth and the swan, the South West and the gecko, and finally the Great Southern and the whale.

The boomerangs circling the meeting place are symbolic of people gathered around a watering hole coming together. Each boomerang represents each of the eight WA Primary Health Alliance regions. The hands radiating out of the meeting place are healing hands which represents the spirit of good health and fortune to wish you well on your journey.



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Foreword

We are proud to present the WA Primary Health Alliance (WAPHA) Innovate Reconciliation Plan (RAP). This RAP reflects our commitment to a journey of reconciliation and builds on the work we have undertaken in our previous RAPs.

Our Innovate RAP 2025 - 2027 will guide us in our ongoing efforts to make a real difference to the health experience and outcomes of Aboriginal and Torres Strait Islander people in Western Australia (WA). As an organisation, we are committed to developing and strengthening our relationships with Aboriginal and Torres Strait Islander people and building connections across the health system to further improve access to primary health care for Aboriginal and Torres Strait Islander people that is effective and culturally appropriate.

We acknowledge that Aboriginal and Torres Strait Islander people are the Traditional Owners and Custodians of this country. We benefit from their rich and diverse cultures, and vast knowledge through their custodianship of the land for thousands of years.

We also recognise that inequity exists in the health system for many Aboriginal and Torres Strait Islander community members, leading to shorter life expectancy, chronic health conditions, and poor access to culturally appropriate services. This inequity has endured for generations alongside racism and intergenerational trauma.

WAPHA strives to address this inequity through our commitment to the priority reforms of the National Agreement on Closing the Gap and the Quintuple Aim for Health Care Improvement. We recognise that the most effective services are those that people feel safe to use. Safe services are usually developed and implemented in partnership with local Aboriginal health teams and organisations, Elders and communities, and are delivered by culturally competent staff members.

WAPHA is on a continual learning journey towards authentic partnerships with Aboriginal communities. Our Innovate RAP, along with WAPHA's Aboriginal Cultural Competency and Capability Framework, holds us accountable to our Board, our staff, and community members. It also highlights WAPHA's commitment to working internally, with services we commission, and with other primary health care services, to advance and support their reconciliation, health equity and cultural competency within the WA primary health care sector.

Bernadette Kenny, Chief Executive Officer

Melanie Robinson, Aboriginal Board Director

Our Vision for Reconciliation

WA Primary Health Alliance (WAPHA) envisions a future where Aboriginal and Torres Strait Islander people have equitable access to high-quality, culturally appropriate health care. By fostering a health care system that respects and integrates the cultural values, beliefs, and practices of Aboriginal and Torres Strait Islander communities, we aim to reduce disparities and improve health outcomes.

WAPHA is committed to ongoing, meaningful and respectful reconciliation, underpinned by genuine collaboration. With an open heart, mind and spirit, we will nurture our relationships with Aboriginal and Torres Strait Islander people, forging a strong connection with place and community. By coming together, we will learn, heal, and move towards a better, more equitable and opportunity filled future for all Western Australians.



Courage

We are willing to be bold and challenge the status quo.

We make considered but bold decisions and choices to progress our organisation's reconciliation journey. We are willing to challenge the status quo and stand behind causes we believe in to support and bring a voice to Aboriginal and Torres Strait Islander peoples.

Humility

We have the curiosity and the hunger to learn.

We listen to and learn from the voices of Aboriginal and Torres Strait Islander people, communities and organisations to understand their needs, preferences and aspirations. As we move towards our vision for reconciliation, we will be responsive to feedback, build on lessons learned and strive for continuous growth and improvement.

Respect

We treat all people with dignity and value the collective power of teamwork.

We build a culture of understanding and respect for Aboriginal and Torres Strait Islander cultures, histories, rights and experiences by embedding cultural learning into our everyday business. Importantly, we have a high regard for the voices of Aboriginal and Torres Strait Islander people and work with them to foster an environment that champions improved health and wellbeing outcomes.

Wisdom

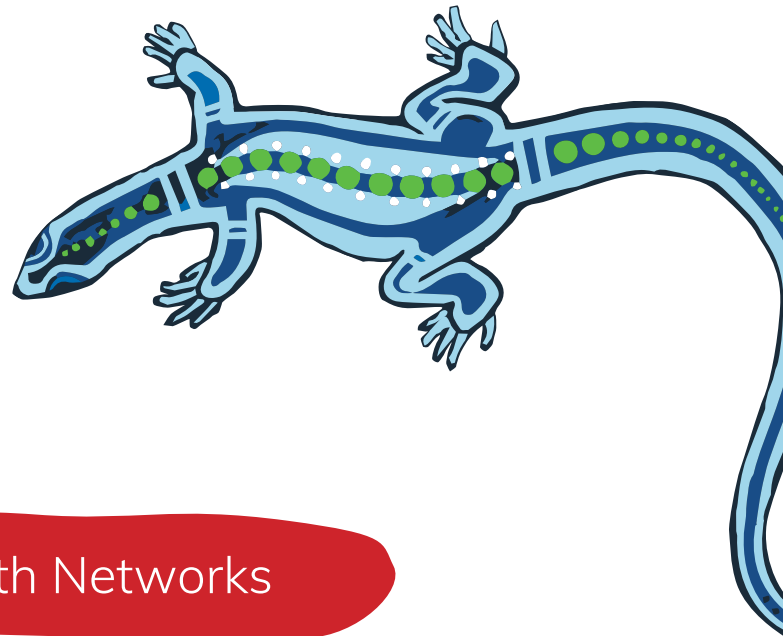
We make evidence-based decisions and apply knowledge prudently.

We prioritise research, innovation and data-driven decision-making to ensure a responsive and high quality, primary health care system that addresses the needs of priority groups, including Aboriginal and Torres Strait Islander people and the WA community more broadly.

Integrity

We are ethical, honest and do what we say we will do.

Integrity is core to everything we do - we will deliver against our Innovate RAP in order to achieve our vision for reconciliation.



Our Business Primary Health Networks

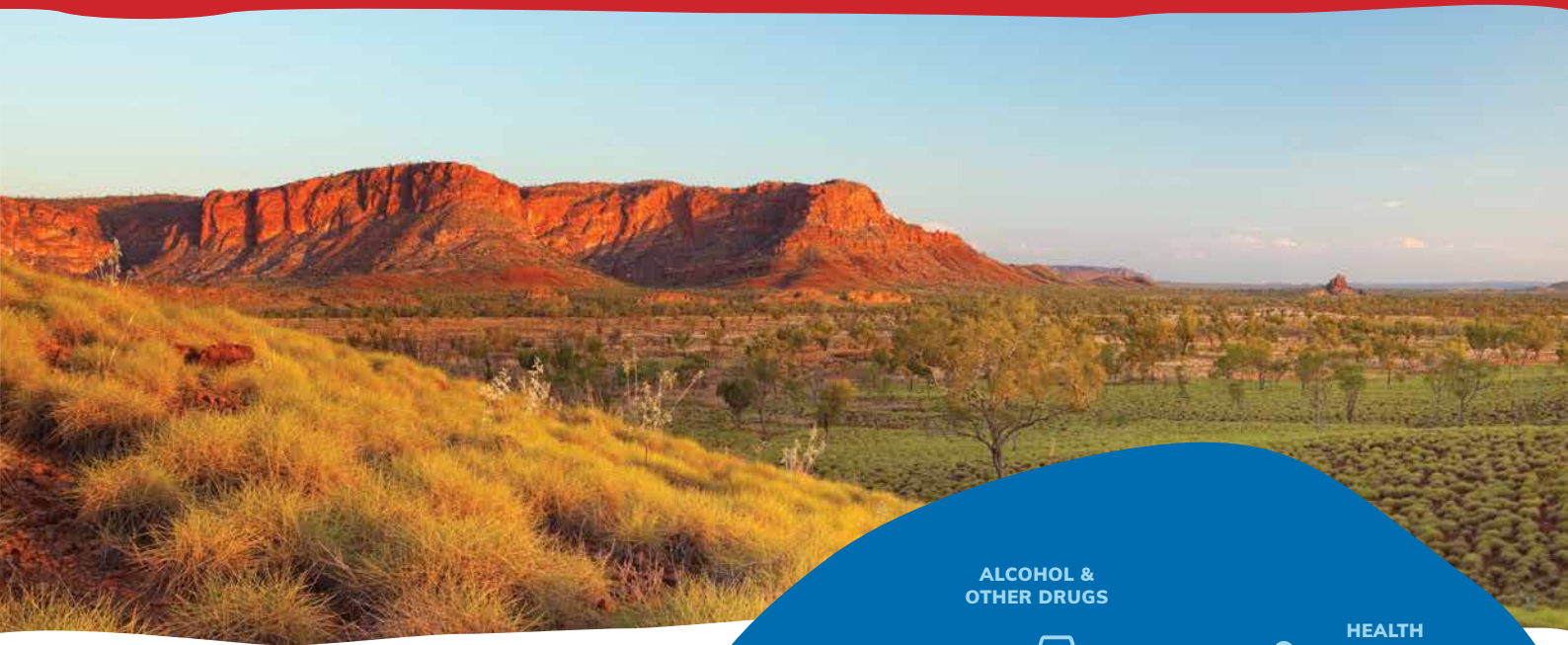
In 2015, the Australian Government established the Primary Health Network (PHN) Program across the country. This program consists of the implementation of 31 PHNs across Australia, of which three are within WA.

Locally, as defined by the Australian Government, the PHNs:

- Engage with local communities to understand how primary health care services could make a difference, particularly for those people at risk of poor health and wellbeing outcomes;

- Commission health services to the prioritised needs of Aboriginal and Torres Strait Islander people and non-Aboriginal people across the eight regions of WA and address identified gaps and crossovers in primary health care;
- Support general practitioners (GPs) and all primary health care workers to continuously improve the vital care they provide; and
- Help to better integrate the local health system, and in doing so improve patient journey, care and experience.

Nationally, the 31 PHNs work together to progress the seven national priorities for primary care and are a central pillar within the National Health Reform Agreement 2020-2025; with PHNs identified as the GP and primary health care partners for the state-funded health and community services.

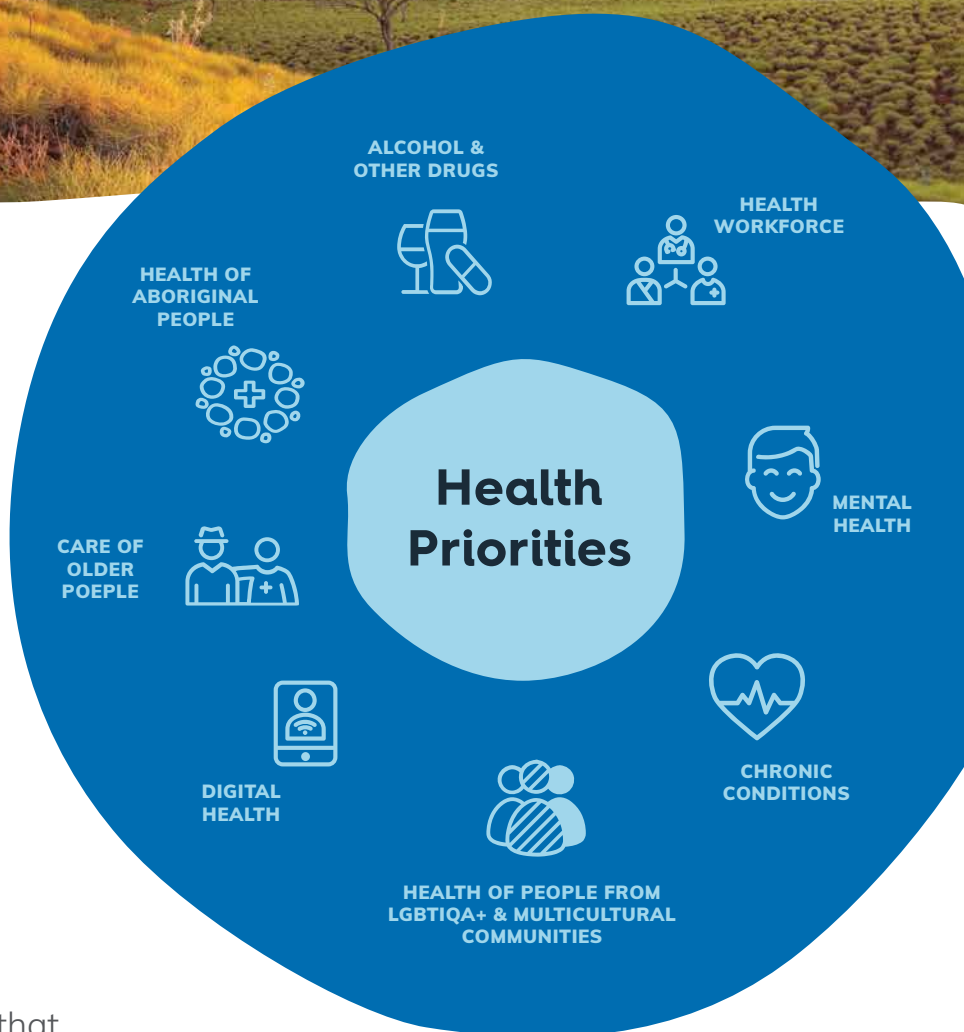
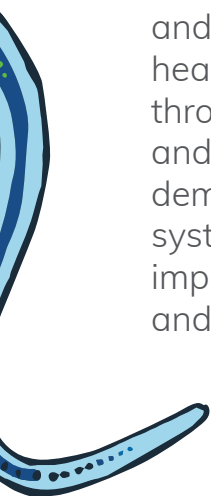


Our Vision;

Better health, together.

Our Mission;

To shape, strengthen and sustain primary health care in WA through partnerships and strategies that demonstrate a one health system philosophy and improve people's access and health outcomes.



WAPHA shapes, strengthens and sustains a health system that works for people.

Our role is to simplify and increase access to culturally safe primary health care by planning, influencing and directing investment towards important primary health care services.

As part of the Australian Government's PHN initiative, we operate the state's three PHNs - Perth North, Perth South and Country WA. As a state-wide agency, We systematically improve the quality and standard of primary health across our three PHN regions. With approximately 260 staff members, of which four identify as Aboriginal, and nine offices throughout the state, we support a population of over 2.5 million people and cover an area of almost 2.5 million square kilometres.

We currently invest approximately \$170 million a year into the primary health care system in WA, commissioning services and supporting GPs and primary health care workers to improve access to health care for people with an increased susceptibility to adverse health outcomes. This includes Aboriginal and Torres Strait Islander, multicultural and LGBTIQA+ communities.

Our investment sits alongside that of state and federal agencies, and our strong partnerships and ability to look system-wide at issues of equity and access mean we can help shape, strengthen and sustain a culturally safe health system for the future.



WAPHA acknowledges Aboriginal and Torres Strait Islander people as the original Custodians of Country and recognises the diversity of Aboriginal and Torres Strait Islander communities at a local, state and national level.

WAPHA's Strategic Plan 2023-2026 prioritises efforts and investments to improving health equity and access for Aboriginal and Torres Strait Islander people through culturally competent and inclusive practices. Our Innovate RAP and Aboriginal Cultural Competency and Capability Framework underscore our commitment to progressing reconciliation and improving cultural competency and safety within WAPHA and across the broader primary health care sector.

Aboriginal and Torres Strait Islander health encompasses the physical wellbeing of an individual as well as the social, emotional, spiritual and cultural wellbeing of the whole community. It is a whole of life view and includes the cyclical concept of life-death-life. It is important for health care providers to understand these concepts of health and provide targeted services that are culturally safe and appropriate to meet the needs of Aboriginal and Torres Strait Islander people.

Acknowledging Aboriginal Community Controlled Health Services (ACCHSs) are leaders in Aboriginal primary health care, which also includes general practice services, we also recognise the important role of private general practices and allied health services in ensuring the provision of culturally appropriate and safe health care as collectively they form a state-wide primary health care network for Aboriginal and Torres Strait Islander families.

While there have been significant improvements in health outcomes over the last decade, life expectancy rates of Aboriginal and Torres Strait Islander people are still well below the Australian average. WAPHA recognises our role in systematically improving the quality and standard of primary health care for Aboriginal and Torres Strait Islander people in order to improve health and

wellbeing outcomes. We also acknowledge the diversity across Aboriginal and Torres Strait Islander communities and the fundamental consideration of their health and wellbeing needs when addressing health inequities and commissioning services across WA.

Through the guiding principles of self-determination and empowerment, and by listening to the voices of Aboriginal and Torres Strait Islander people WAPHA aims to:

- Provide culturally safe employment and working conditions for Aboriginal employees.
- Support ongoing development of a culturally competent workforce.
- Design, procure and commission services which are culturally competent, accessible and meet the needs of Aboriginal people and communities.
- Clearly set out and communicate principles, standards, performance indicators and mechanisms for monitoring and evaluation of culturally safe primary health care services (as determined by service users) to WAPHA employees and commissioned service providers.
- Maintain an Aboriginal Cultural Competency and Capability Framework to assist WAPHA in meeting legal, ethical, quality and performance responsibilities for culturally safe programs and services provided by our people, contractors and subcontractors.
- Support primary health care providers, through quality improvement initiatives and tailored resources, to deliver culturally safe and appropriate services, with ongoing improvement in patient experience, engagement and health outcomes.
- Continue to build relationships and partner with Aboriginal and Torres Strait Islander people, communities and organisations to co-design, co-produce and implement culturally effective solutions .
- Advocate for strong strategic partnerships with other state-wide organisations, stakeholders and service providers to support work on shared priorities.
- Improve cultural awareness and respect across the wider WA and Australian populations.

Since 2015, WAPHA has been dedicated to improving health equity through genuine partnerships, enhancing people's access to care and their health outcomes. In 2017, we embarked on our RAP journey by seeking guidance from Reconciliation Australia to develop our Reflect RAP.

We pride ourselves on listening to local communities and understanding who they are, their unique health needs and how their world is changing. With this in mind, we wanted our first RAP to symbolise our commitment to listening to, and working with, Aboriginal and Torres Strait Islander communities across WA.

To visually represent this commitment, we commissioned Noongar artist, John Walley, to create an artwork that reflects the Aboriginal communities across our eight WAPHA regions and the work we do with and for them. The artwork, name Koorn Koorn Danjoo (Coming Together), depicts a central meeting place, with healing hands symbolising the spirit of good health and fortune to wish people well on their journey. This inspiring piece was unveiled during National Reconciliation Week on 30 May 2019, marking the launch of our RAP journey.

Our Reflect RAP allowed us to review our foundational efforts and progress our reconciliation journey. It also enabled our people to further deepen their knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories, rights and experiences. This process encouraged active engagement and reflection on how WAPHA could advance reconciliation both internally and within our sphere of influence.

Through our Innovate RAP 2021-2023 WAPHA obtained greater insights from Aboriginal and Torres Strait Islander people, communities and organisations on culturally competent and safe primary health care services and organisations. These insights were fundamental in the development of our Aboriginal Cultural Competency and Capability Framework and shaping the future direction of our reconciliation journey.

As we continue our RAP journey, we have ensured our Innovate RAP reflects our organisational values and inspires us to be bold and aspirational in achieving our goals. Our long-term commitment to reconciliation is guided by working with Aboriginal and Torres Strait Islander peoples, communities and organisations to better understand and respond to their needs and aspirations, and signals WAPHA's commitment to social change through fostering respectful and trusting relationships.





Our achievements so far

While WAPHA is progressing its reconciliation journey, we have several achievements to date including:

- Refresh and signing of a Statement of Collaborative Intent with the Aboriginal Health Council of Western Australia (AHCWA).
- Publishing and actioning our Aboriginal Health Strategy 2021-2023.
- Releasing a statement from the WAPHA Board in support of an Aboriginal Voice to Parliament.
- Development and implementation of an Aboriginal Cultural Competency and Capability Framework, an Implementation Plan and online toolkit.
- Establishment of an organisation wide Cultural Competency, Equity and Inclusion (CCEI) Working Group.
- Commissioning 25 Aboriginal service providers with investment of \$16.36 million in commissioning funding (2023-2024) to support provision of primary health care services to Aboriginal people and communities.
- Establishment of an organisation wide Aboriginal Empowerment Group and promotion of Charter to WAPHA people.
- Completion of an Aboriginal cultural immersion program with an Aboriginal Elder on Country by 21 people across the organisation.
- Granted access to online Aboriginal cultural awareness training to all WA general practices and their staff, at no cost until June 2025.
- Recruitment of a full-time activity lead to support embedding of cultural competency, equity and inclusion within WAPHA commissioned services.
- Celebration and acknowledgement of significant dates including National Sorry Day, National Reconciliation Week and NAIDOC week.

Future opportunities

- **Representation:** Achieving genuine Aboriginal and Torres Strait Islander representation at all levels of the organisation, particularly in leadership positions.
- **Unconscious bias:** Addressing and mitigating unconscious biases among employees which requires ongoing education to develop self-awareness and actively address biases.
- **Resourcing:** Allocating sufficient resources to implement and sustain reconciliation and cultural competency initiatives.
- **Engagement:** Building and maintaining relationships with Aboriginal people, communities and organisations which requires an ongoing commitment and regular engagement.
- **Outcomes:** Measuring the impact of reconciliation and cultural competency initiatives and making data-driven and community informed improvements.

Our RAP ambassadors oversee, promote and provide leadership to ensure the commitments outlined within our Innovate RAP are well understood and achieved.

CCEI Working Group

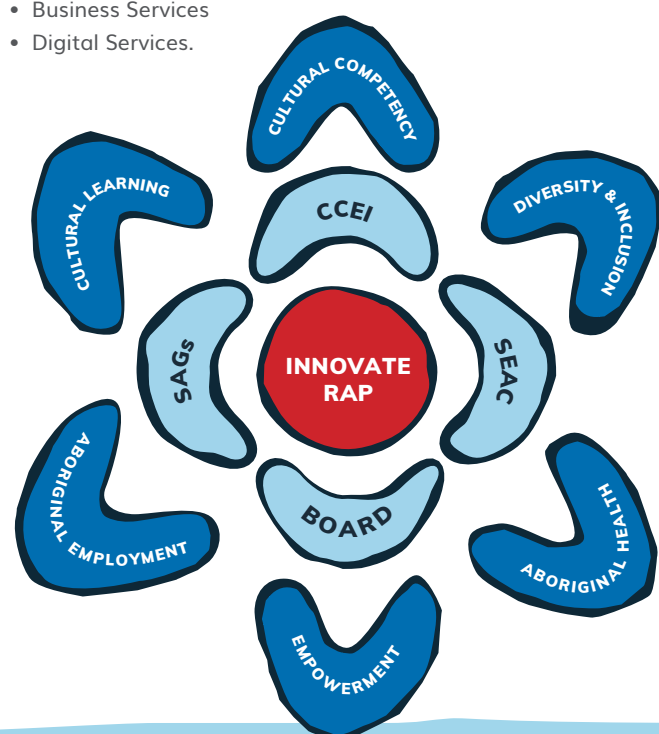
To ensure WAPHA achieves our vision for reconciliation, our CCEI Working Group is responsible for driving the governance and implementation of our RAP. To do this, the working group directs and supports the implementation of actions outlined within WAPHA's Innovate RAP and our three cultural competency, equity and inclusion frameworks; the Aboriginal Cultural Competency and Capability Framework, the LGBTIQ+ Equity and Inclusion Framework and the Multicultural Competency and Capability Framework.

The working group provides direction and support by:

- prioritising reconciliation, cultural competency, and equity and inclusion initiatives within the organisation
- providing oversight and accountability for progressing actions within set timelines
- identifying and raising risks associated with these actions
- discussing and providing recommendations for resolving implementation challenges
- identifying cross-portfolio partnerships needed to support initiatives
- championing quarterly and annual reporting.

Members meet bi-monthly, with meetings chaired by our RAP champion, Executive General Manager - Strategy and Engagement, Chris Kane. Membership of the working group consists of representatives from across WAPHA's business areas including one Aboriginal staff member. The business areas represented on the CCEI Working Group are:

- Commissioned Services
- Primary Care
- Strategy and Engagement
- Business Services
- Digital Services.



WAPHA Governance Structure

In addition to the CCEI Working Group, WAPHA is guided by a strong governance framework to which we hold ourselves accountable to. Our governance framework places significant focus on stakeholder engagement, to ensure advice from communities, clinicians and consumers directs our decisions on prioritising, linking and funding primary health care services.

Board of Directors

Provides strategic direction, oversight and governance of WAPHA. It ensures ethical and legal compliance, sets the organisation's culture and holds the Executive Team accountable for delivering results against WAPHA's Strategic Plan 2023-2026. WAPHA is also committed to upholding Aboriginal and Torres Strait Islander representation on the Board of Directors, with one Aboriginal Board Director currently appointed.

Strategy and Engagement Advisory Committee

Plays a crucial role in assisting the Board to fulfill its governance and oversight regarding WAPHA's stakeholder relationships, to ensure that PHN stakeholder engagement responsibilities to the Commonwealth are met. It ensures WAPHA is engaging stakeholders in line with the principles of the Stakeholder Engagement Framework and raises stakeholder related risks.

Strategic Alignment Groups

Ensures a consistently aligned strategic, integrated and evidence-informed approach to the health priority activities of the three WA PHNs. Strategic Alignment Groups (SAGs) have been established for the PHN health priorities of aged care, mental health, alcohol and other drugs, and population health. The terms of reference for each SAG commits to upholding Aboriginal representation in addition to actively seeking advice and guidance from members of the Aboriginal Empowerment Group on the integration of Aboriginal health as key focus within each of the health priorities.



Our relationships are pivotal to our success in improving primary health care across WA.

To ensure better health outcomes for Aboriginal and Torres Strait Islander people and their communities, we are committed to growing and developing strong relationships with Aboriginal and Torres Strait Islander stakeholders and organisations which are built on trust and respect, and that are free of racism. We will continue

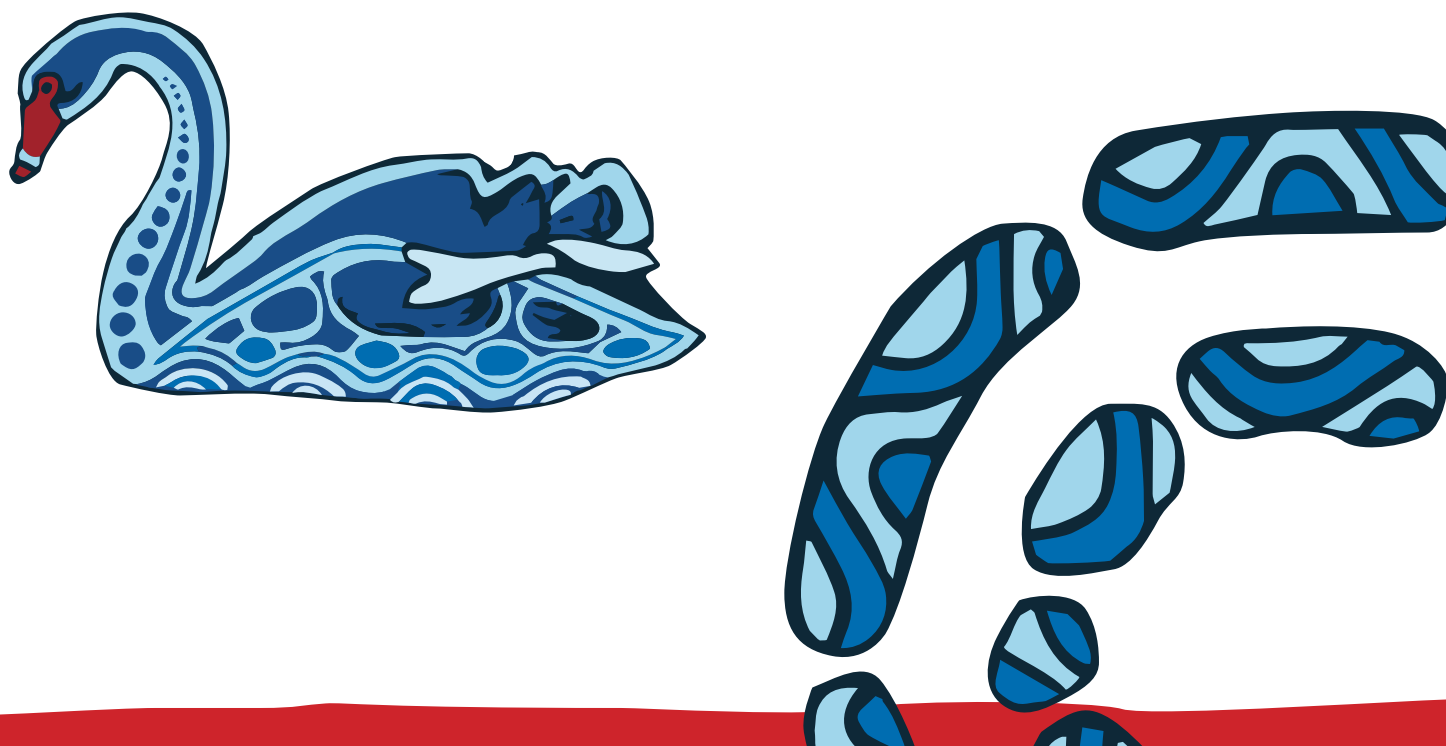
to engage and listen to understand their specific health needs, preferences, aspirations and thoughts on what will make a difference at a local level.

By continuing to focus on growing and leveraging new and existing relationships in a way that optimises service design and delivery; seeking opportunities to enhance connections across the wider WA health and social care system and improving the sharing and use of information with our strategic partners that go beyond WA state borders, we will truly be able to build better health outcomes, together.

Focus area: We work together with Aboriginal and Torres Strait Islander people, communities and organisations to co-design, co-produce and implement culturally appropriate solutions, services and policies which improve overall health and wellbeing outcomes.

Action	Deliverable	Timeline (Completion or Review)	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Dec 2026	Senior Manager - Stakeholder Engagement
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2025	Senior Manager - Stakeholder Engagement
	Review and evaluate engagement activities with Aboriginal and Torres Strait Islander stakeholders, and 'keep in touch' on what we have heard and the outcomes of their feedback.	Review: Oct 2025, 2026	Senior Manager - Stakeholder Engagement
	Review and maintain Statement of Collaborative Intent with AHCWA.	Sep 2025, 2026	Executive General Manager Strategy and Engagement
	Maintain WAPHA membership on local Aboriginal Health Planning Forums.	Review: Feb 2026, 2027	Senior Integration Manager - Country
Build relationships through celebrating National Reconciliation Week (NRW).	CCEI Working Group members to participate in an external National Reconciliation Week (NRW) event.	27 May to 3 June 2026 and 2027	Lead: RAP Champion Support: RAP Project Officer
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026 & 2027	Stakeholder Engagement Officer – Cultural Safety
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2026 and 2027	Lead: CEO Support: RAP Champion
	Organise or support at least one NRW event each year within each of our eight regions (throughout metropolitan WA and country WA).	27 May to 3 June 2026 and 2027	Stakeholder Engagement Officer – Cultural Safety and Employee Experience Champions
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2026 & 2027	Stakeholder Engagement Officer – Cultural Safety

Action	Deliverable	Timeline (Completion or Review)	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	Review: July 2025, 2026	Stakeholder Engagement Officer – Cultural Safety
	Communicate our commitment to reconciliation publicly via a range of platforms (i.e. website, social media, events/conferences).	Review: July 2025, 2026	Senior Manager – Communications
	Explore opportunities and develop a communication plan to positively influence our external stakeholders to drive reconciliation outcomes.	Review: July 2025, 2026	Stakeholder Engagement Officer – Cultural Safety
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Review: July 2025, 2026	Stakeholder Engagement Officer – Cultural Safety
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Dec 2026	Chief People Officer
	Continually review, update and communicate WAPHA's Equal Employment Opportunity, Anti-discrimination, Harassment and Bullying Policy and associated standard operating procedures to all employees, in alignment with other organisational accreditation standards (i.e. Rainbow Tick and QIC Health and Community Standards).	Dec 2026	Chief People Officer
	Review our Cultural Diversity and Inclusion Statement in consultation with key stakeholders and communicate to all employees.	July 2025	Lead: Senior Manager- Stakeholder Engagement Support: Chief People Officer
	Engage with Aboriginal and Torres Strait Islander employees and/or advisors to support review of our Equal Employment Opportunity, Anti-discrimination, Harassment and Bullying Policy.	July 2025	Lead: Senior Manager- Stakeholder Engagement Support: Chief People Officer
	Educate senior leaders, and support them to educate their team members, on the effects of racism and bias awareness.	Review: Dec 2025, 2026	Chief People Officer



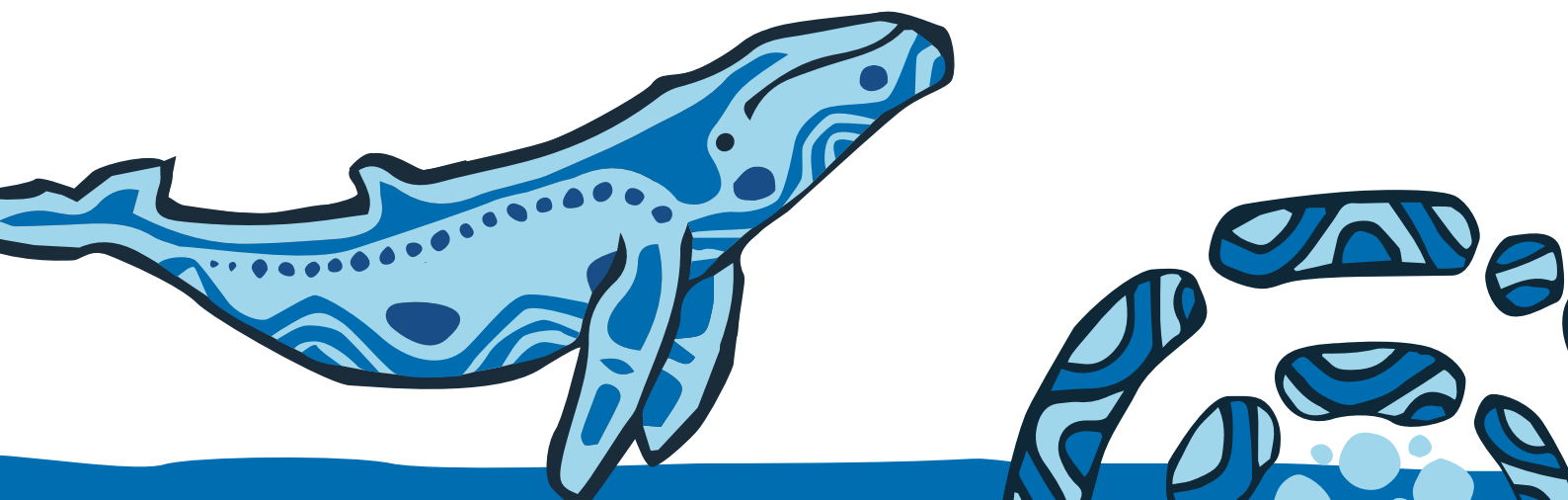
Understanding Aboriginal and Torres Strait Islander concepts of health requires us to ensure respect of Aboriginal and Torres Strait Islander cultures, histories, knowledge, protocols and rights are evident throughout the organisation.

By embedding cultural learning into our everyday business and fostering a culture of understanding and respect, we can ensure the services we commission and work undertaken within the primary health care system are culturally appropriate and aligned with community needs, resulting in tangible health and wellbeing outcomes for Aboriginal and Torres Strait Islander people and their communities across WA.

WAPHA endeavours to foster cultural understanding and respect within our organisation, and are dedicated to supporting the broader WA community, in particular the primary health care sector. We are committed to adopting a culture of learning, understanding and respect to create an environment that champions improved Aboriginal and Torres Strait Islander health and wellbeing outcomes through positive engagement with communities across and throughout WA. By increasing awareness and understanding of changing needs and values we can be flexible, adaptable and respectful of all cultures.

Focus area: We build organisational cultural competency by fostering a culture of learning, understanding and respect.

Action	Deliverable	Timeline (Completion or Review)	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Achieve the provision of WAPHA's online cultural awareness and inclusivity training to all new employees with a 90 per cent compliance rate post-probation.	Review: July 2025, 2026	Chief People Officer
	Conduct a review of cultural learning needs and unconscious bias training within our organisation.	Dec 2026	Chief People Officer
	Consult local Traditional Owners, Elders and Aboriginal and Torres Strait Islander advisors to inform development and implementation of our cultural learning strategy.	June 2025	Senior Manager – Stakeholder Engagement
	Develop, implement, and communicate a cultural learning strategy which incorporates localised cultural learning approaches for WAPHA employees.	June 2025	Chief People Officer
	Provide opportunities for CCEI Working Group members, the Chief People Officer and other key leaders, to participate in formal and structured cultural learning.	Review: July 2025, 2026	Executive General Manager – Strategy and Engagement
	Collaborate with key stakeholders to review and maintain a library of digital resources including locally relevant cultural information and information relating to the RAP.	Review: June 2026, 2027	Stakeholder Engagement Officer – Cultural Safety



Action	Deliverable	Timeline (Completion or Review)	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase WAPHA staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	Aug 2025	Stakeholder Engagement Officer – Cultural Safety
	Review, update as required and continue to communicate the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025	Stakeholder Engagement Officer – Cultural Safety and Senior Advisor Aboriginal Health
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol (e.g. Smoking Ceremony) at significant events each year.	Review: July 2025, 2026, 2027	Senior Manager – Stakeholder Engagement
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and/or external events.	Review: July 2025, 2026, 2027	Senior Manager – Stakeholder Engagement
	Display an Acknowledgement of Country plaque, local Aboriginal artwork and the Aboriginal and Torres Strait Islander flags in all our offices.	Jan 2026, 2027	Office and Facilities Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	CCEI Working Group to participate in an external NAIDOC Week event	July 2025, 2026 & 2027	Lead: RAP Champion Support: Stakeholder Engagement Officer – Cultural Safety
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	Mar 2026 & 2027	Chief People Officer
	Promote and encourage participation in external NAIDOC events to all employees.	July 2025, 2026 & 2027	Stakeholder Engagement Officer – Cultural Safety and Employee Experience Champions
	Organise or support at least one NAIDOC activity within each of our regions (throughout metropolitan WA and country WA).	June 2026 & 2027	Stakeholder Engagement Officer – Cultural Safety and Employee Experience Champions
Work with the primary health care system to provide culturally safe and competent health care to Aboriginal and Torres Strait Islander people.	Provide information and resources to local health care providers on culturally appropriate practices (e.g. creating a welcoming environment, identification of Aboriginal Medicare Benefit Scheme item numbers, Aboriginal and Torres Strait Islander concepts of health).	Review: July 2025, 2026, 2027	Executive General Manager – Primary Care
	Enable primary health care providers to deliver improved care to Aboriginal and Torres Strait Islander patients through the provision of practice data, implementation of 'Plan, Do, Study, Act' cycles and information on health needs.	Review: July 2025, 2026, 2027	Head of Primary Care Enablement
	Inform local health care providers of endorsed cultural awareness training as determined by a professional medical college such as RACGP or ACCRM; the National Aboriginal Community Controlled Health Organisation (NACCHO); or the AHCWA.	Review: July 2025, 2026, 2027	Executive General Manager – Primary Care
	Foster and develop relationships between non-Indigenous and Aboriginal and Torres Strait Islander health services to identify areas of need and gaps in service, and to determine culturally appropriate solutions.	Review: July 2025, 2026, 2027	Executive General Manager – Primary Care

The social conditions in which people are born, live, and work play a critical role in their wellbeing (WHO, 2024).

Health is not dependent on the physical wellbeing of individuals, but also the cultural wellbeing of an individual, which can also be dependent on key indicators such as education, financial status, adequate housing, sanitation, diet, environment and access to a range of goods and services (Social Determinants of Indigenous Health, 2018). Due to this, the health and wellbeing of Aboriginal and Torres Strait Islander people requires a holistic approach to ensure equal participation in a range of life opportunities.

WAPHA recognises and values the diverse knowledge, skills and experiences that Aboriginal and Torres Strait Islander employees and the wider Aboriginal and Torres Strait Islander workforce bring to the primary health care system. To support recruitment and retention, we are committed to increasing opportunities for employment and professional development both within our organisation and by working with the primary health care system and the services we commission.

By fostering relationships with Aboriginal and Torres Strait Islander organisations and businesses, supported by our commissioning and procurement processes, WAPHA aims to enhance economic benefits and employment opportunities for Aboriginal and Torres Strait Islander people across WA.

Additionally, WAPHA is dedicated to working with the Aboriginal and Torres Strait Islander workforce, strategic partners, and communities to ensure culturally appropriate primary health care services throughout WA. Through integrated community and stakeholder engagement, we aim to improve the strategic capability and capacity of the WA primary health care system in enhancing social and economic opportunities for Aboriginal and Torres Strait Islander people.

WAPHA will create opportunities by:

- Collaborating and partnering with Aboriginal and Torres Strait Islander communities, organisations and businesses;
- Improving health equity and access by supporting general practice and other primary health care providers to deliver culturally appropriate services;
- Commissioning culturally appropriate services and programs to ensure the right care, in the right place, at the right time;
- Improving our capacity to report on Aboriginal and Torres Strait Islander health and wellbeing outcomes to inform future commissioning; and
- Increasing employment opportunities through the direct employment of Aboriginal and Torres Strait Islander people, commissioning of Aboriginal and Torres Strait Islander organisations and procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses.

These opportunities will enable Aboriginal and Torres Strait Islander people to exercise genuine choice about their own lives and communities, leading to better outcomes in a range of areas including health, employment and education.

Focus area: We provide opportunities for Aboriginal and Torres Strait Islander people to participate equally in education, employment and health opportunities to improve overall health and wellbeing outcomes for Aboriginal and Torres Strait Islander people within WA.

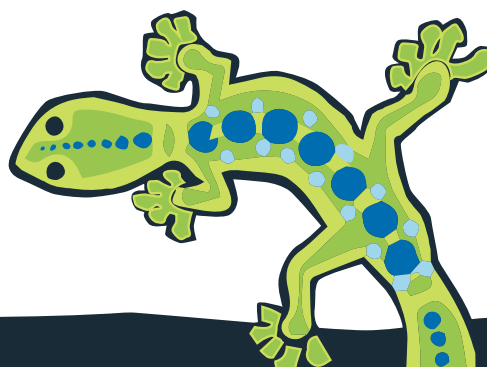
Action	Deliverable	Timeline (Completion or Review)	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding and metrics of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2026	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander employees and key external stakeholders on development of our Aboriginal and Torres Strait Islander Employment Strategy aligned to WAPHA's Employee Value Proposition (EVP).	Dec 2026	Chief People Officer
	Develop and implement an Aboriginal and Torres Strait Islander Employment Strategy aligned to EVP which provides guidance on recruitment, retention, mentoring and professional development.	Dec 2026	Chief People Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders including the inclusion of diversity and inclusion statement in all job adverts.	Review: July 2025, 2026, 2027	Chief People Officer

Action	Deliverable	Timeline (Completion or Review)	Responsibility
Cont. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Review HR and recruitment policies and procedures to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2026	Chief People Officer
	Identify vacant/new positions appropriate for prioritisation for Aboriginal and Torres Strait Islander applicants.	Review: July 2025, 2026, 2027	Chief People Officer
	Maintain the percentage of Aboriginal and Torres Strait Islander employees in our workforce with the ambition of increasing to four per cent by 2026.	Review: July 2025, 2026, 2027	Chief People Officer
	Maintain the WAPHA Aboriginal Empowerment Group which provides opportunities for connecting, mentoring, debriefing, professional development and organisational guidance.	Review: July 2025, 2026, 2027	Chief People Officer
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review, update as required and continue to communicate our Aboriginal and Torres Strait Islander procurement strategy.	Dec 2025	Head of Procurement, Contracts & Performance
	Review use of Supply Nation or an equivalent organisation to assist in procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses.	Dec 2025	Head of Procurement, Contracts & Performance
	Review and update procurement policies, procedures and practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses and communicate to all employees.	Dec 2025	Manager Finance and Business Partnering and Head of Procurement, Contracts & Performance
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses and/or organisations.	Review: July 2025, 2026, 2027	Executive General Manager – Business Services
	Review the system for reporting on proportion of funding provided to Aboriginal and Torres Strait Islander organisations and dollar value procured from Aboriginal and Torres Strait Islander businesses.	Review: July 2025, 2026, 2027	Head of Procurement, Contracts & Performance
	Review and update commissioning policies, procedures and practices to remove barriers to commissioning services from Aboriginal and Torres Strait Islander organisations.	Dec 2025	Head of Procurement, Contracts & Performance
	Use existing and new Aboriginal and Torres Strait Islander networks to disseminate information on WAPHA programs and tenders to Aboriginal and Torres Strait Islander stakeholders.	Review: May 2025, 2026	Head of Procurement, Contracts & Performance
	Embed the Cultural Competency and Capability Framework through the implementation of the Inclusive Cultural Competency and Capability Commissioning Guidelines within WAPHA contract management and procurement activities.	Dec 2025	Head of Procurement, Contracts & Performance
Commission culturally responsive services and promote improved cultural competency practices within commissioned service providers to support the delivery of culturally appropriate and safe health programs and services across WA.	Develop and implement Cultural Competency, Equity and Inclusion Commissioning Guidelines and a self-evaluation tool, for commissioned service providers to assess their organisational cultural competency and delivery of culturally appropriate services for Aboriginal and Torres Strait Islander people.	June 2025 Review : Dec 2025, 2026	Senior Manager Business Operations (Commissioned Services)
	Engage Aboriginal and Torres Strait Islander people and embrace their health knowledge and expertise to assist in the co-design, co-production and co-commissioning of services which focus on strengthening and improving health outcomes, and social and emotional wellbeing for Aboriginal and Torres Strait Islander people.	Review: July 2025, 2026, 2027	Executive General Manager – Commissioned Services
	Ensure Aboriginal and Torres Strait Islander community representation on procurement and tender evaluation panels to support assessment of applications related to Aboriginal programs and services.	Review: July 2025, 2026, 2027	Head of Procurement, Contracts & Performance

Action	Deliverable	Timeline (Completion or Review)	Responsibility
Increase capacity to identify and report on Aboriginal and Torres Strait Islander health and wellbeing outcomes to inform future commissioning activities.	Review Aboriginal and Torres Strait Islander specific content within the primary care pillars of the Needs Assessment for the three WA PHN regions to help inform commissioning activities.	Review: July 2025, 2026, 2027	Lead: Senior Manager – Strategy and Policy
	Review the PHN Performance Quality Framework measures of cultural competency and continue to translate into measurable actions and outcomes for inclusion in WAPHA's Performance Management Framework and associated initiatives.	Review: June 2025, 2026	Senior Manager Business Operations
	Continue reporting de-identified Aboriginal and Torres Strait Islander client data through the Primary Mental Health Care Minimum Data Set, and Alcohol & Other Drugs and Chronic Conditions Data Sets. Determine the reporting needs of other commissioned services as part of the Performance Management Framework.	Review: June 2025, 2026	Chief Analytics Officer
	Maintain membership on the National PHN Indigenous Data Sovereignty and Governance Committee (PHN wide committee) to support development and implementation of a National PHN Indigenous Data Sovereignty Policy.	June 2027	Chief Analytics Officer
Improve the access of primary health care services for Aboriginal and Torres Strait Islander peoples.	Continue to commission services which focus on improving the coordination of care and access of services for Aboriginal and Torres Strait Islander people.	Review: July 2025, 2026, 2027	Senior Manager – Strategy and Policy
	Improve uptake of the (MBS), Aboriginal Health Assessment by informing and promoting its value to primary health care providers and Aboriginal and Torres Strait Islander people.	Review: July 2025, 2026, 2027	Head of Primary Care Enablement
	Improve access and uptake of digital health services including telehealth and My Health Record by promoting their use to primary health care providers.	Review: July 2025, 2026, 2027	Head of Primary Care Enablement



Action	Deliverable	Timeline (Completion or Review)	Responsibility
Establish and maintain an effective Cultural Competency, Equity and Inclusion Working Group (CCEI) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the CCEI Working Group.	Feb 2026, 2027	Stakeholder Engagement Officer – Cultural Safety
	Review, update as required and continue to apply the Terms of Reference for the CCEI Working Group.	Feb 2026, 2027	Stakeholder Engagement Officer – Cultural Safety
	Meet at least four times per year to drive and monitor RAP implementation.	Aug, Oct, Dec 2025 Feb, Apr, June, Aug, Oct, Dec 2026 Feb, Apr, June 2027	Stakeholder Engagement Officer – Cultural Safety
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Apr 2026, 2027	Senior Manager Stakeholder Engagement
	Engage our senior leaders and other employees in the delivery of RAP commitments.	Apr 2026 & 2027	Lead: RAP Champion Support: Stakeholder Engagement Officer – Cultural Safety
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Review: July 2025, 2026, 2027	Stakeholder Engagement Officer – Cultural Safety
	Appoint and maintain an internal RAP champion from senior management.	Feb 2026 & 2027	Chief Executive Officer
	Include our RAP as a standing agenda item at senior management meetings.	Feb 2026 & 2027	Chief Executive Officer
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Stakeholder Engagement Officer – Cultural Safety
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug annually	Stakeholder Engagement Officer – Cultural Safety
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep annually	Stakeholder Engagement Officer – Cultural Safety
	Report RAP progress to staff and senior leaders quarterly.	July, Oct, Dec 2025 Apr, July, Oct, Dec 2026 Apr 2027	Stakeholder Engagement Officer – Cultural Safety
	Publicly report our RAP achievements, challenges and learnings, annually.	Nov 2025 & 2026	Stakeholder Engagement Officer – Cultural Safety
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2026	Stakeholder Engagement Officer – Cultural Safety
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2027	Stakeholder Engagement Officer – Cultural Safety
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Feb 2027	Stakeholder Engagement Officer – Cultural Safety





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Health Alliance**
Better health, together

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COUNTRY WA

An Australian Government Initiative

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