

# Innovate Reconciliation Action Plan

Oct 2021 - Oct 2023



**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 the significant importance of their cultural heritage, values and beliefs, and how these contribute 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 to 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.





## Contents

<b>Acknowledgment</b>	<b>2</b>
Artwork	2
<b>Message from the Board Director</b>	<b>4</b>
<b>Message from the CEO</b>	<b>4</b>
<b>Our Vision for Reconciliation</b>	<b>5</b>
Values	6
Primary Health Networks	7
WAPHA 7 Health Priorities	7
<b>Our Reconciliation Action Plan</b>	<b>8</b>
Commitment	8
Journey	9
- Our Key Learnings	10
- Our Achievements so far	10
Ambassadors	11
- RAP Working Group	11
- WAPHA Governance Structure	11
<b>RAP</b>	
Relationships	12
Respect	14
Opportunities	16
Governance	19
Contact Information	20



## Message from Board Director

**Professor Rhonda Marriott, AM**

Reconciliation is a shared journey and one that takes time and commitment to building respectful relationships and working together to reduce disparities and close the gap.

As the Board sponsor for WAPHA's Innovate Reconciliation Action Plan (RAP), I am proud of the work we have done over the last few years to nurture an inclusive and culturally aware organisation with a focus on improving health equity in Western Australia.

Our Innovate RAP reflects our organisation's commitment to meaningful and respectful engagement, strengthening current partnerships and establishing new ones. Our RAP is embedded in our organisational values and drives our focus on improving health outcomes and experience for Aboriginal and Torres Strait Islander peoples.

I look forward to celebrating our achievements together over the coming years.

## Message from the CEO

**Learne Durrington**

I am delighted to present WA Primary Health Alliance's Innovate Reconciliation Plan (RAP). This RAP reflects our commitment to a journey of reconciliation and builds on the work we have undertaken in our Reflect RAP.

Our Reflect RAP gave us the opportunity to take a moment and review the foundations we had in place and the work still to do on our reconciliation journey. It also allowed our staff to learn more about the cultures and values of Aboriginal and Torres Strait Islander people. Our Innovate RAP will guide us in our ongoing efforts to make a real difference to the health experience of Aboriginal and Torres Strait Islander people in Western Australia.

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 for Aboriginal and Torres Strait Islander people to primary health care that is effective and culturally appropriate.



## **Our Vision for Reconciliation**

WA Primary Health Alliance 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 in order 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 decisions in the best interest of our communities.

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 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 Vision;** Better health, together.

**Our Mission;** To shape, strengthen and sustain primary health care through partnerships and strategies that improve people's access and health outcomes.

In 2015, the Australian Government established the Primary Health Network (PHN) Program across the country.

This program consists of the implementation of thirty one PHNs across Australia, of which three are within Western Australia. 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 thirty one 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.

WA Primary Health Alliance has been operating WA's three PHNs since 2015.

WAPHA helps communities and people most at risk of poor health to get better access to care closer to home. Our role is to simplify and increase access to primary health care by planning, influencing and directing investment towards important primary health care services.

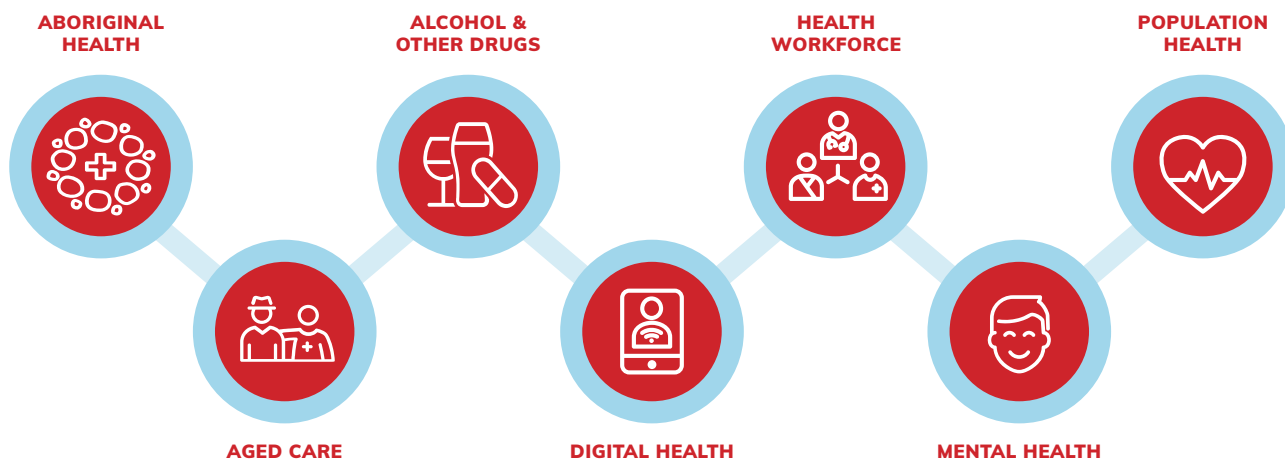
As part of the Australian Government's PHN initiative, we operate across WA to improve access to health care that is closer to home for those at risk of poor health outcomes. We do this by operating the state's three PHNs, Perth North, Perth South and Country WA, allowing us to have a state-wide footprint across WA.

As a state-wide agency, we systematically improve the quality and standard of primary health care across our three PHN regions. With approximately 150 staff members, of which 4 per cent identify as Aboriginal, and nine offices throughout the state, we support a population of over 2.5 million, and cover an area of almost 2.5 million square kilometres.

We invest over \$140 million a year into the primary health care system in WA. We directly commission services, and support general practices, primary health services and the primary health care workforce to deliver targeted initiatives.

Our investment sits alongside that of State and Commonwealth agencies, and our strong partnerships and ability to look system-wide at issues in equity of access, means we can help shape, strengthen and sustain a health system fit for the future.

## WAPHA 7 Health Priorities







WAPHA acknowledges Aboriginal and Torres Strait Islander people as the original custodians of Country, Western Australia (WA) and recognises the diversity of Aboriginal and Torres Strait Islander communities at a local, State and National level.

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 in which everyone can achieve their full potential, thereby bringing about the total wellbeing of their community. It is a whole of life view and includes the cyclical concept of life-death-life. It is important for healthcare providers to understand Aboriginal and Torres Strait Islander concepts of health and provide targeted services that are culturally safe and appropriate in meeting the needs of Aboriginal and Torres Strait Islander people.

Acknowledging Aboriginal Community Controlled Health Organisations (ACCHOs) are leaders in Aboriginal primary health care, which also includes general practice services, private General Practices also have an important role and responsibility in ensuring the provision of culturally appropriate and safe health care, as collectively they provide 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. Due to this, 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.

WAPHA also recognises that the diversity across Aboriginal and Torres Strait Islander communities extends to the health and wellbeing needs of Aboriginal and Torres Strait Islander

people and is a fundamental consideration when addressing health inequities and commissioning services across WA.

Through the guiding principles of self-determination and empowerment, WAPHA aims to listen to the voices of Aboriginal and Torres Strait Islander people and improve their health equity and outcomes by:

- Continuing to grow and build relationships with Aboriginal and Torres Strait Islander people, communities and organisations across WA;
- Partnering with Aboriginal and Torres Strait Islander people, communities and organisations to co-design, co-produce and implement culturally effective solutions;
- Building connections and capacity across the health system, including General Practices and Allied Health Services, to deliver culturally appropriate care, that is effective in helping Aboriginal and Torres Strait Islander people improve their health and wellbeing and keep free from hospitalisation;
- Building commercial and commissioning relationships with Aboriginal and Torres Strait Islander owned businesses and organisations across WA;
- Promoting and advocating for the rights of Aboriginal and Torres Strait Islander people and their communities within the primary health care setting, including general practices, Aboriginal Community Controlled Services, Aboriginal and Torres Strait Islander Organisations, pharmacies, community health centres and allied health services;
- Building capacity and developing a culturally competent workforce;
- Improving cultural awareness and respect across the wider WA and Australian population;
- Committing to grow and empower an Aboriginal and Torres Strait Islander workforce in the services WAPHA commissions; and
- Advocating to build strong strategic partnerships with other state-wide organisations, stakeholders and service providers to support work on shared priorities.



Since 2015, WAPHA has been firmly focused on improving health equity through genuine partnerships as a way to improve people's access to care and their health outcomes.

Two years later, we began our Reconciliation Action Plan (RAP) journey, contacting Reconciliation Australia for advice on developing 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.

We commissioned Noongar artist, John Walley, to produce an artwork that reflected the Aboriginal and Torres Strait Islander communities across our eight WAPHA regions and the work we do with and for them. The artwork depicts a central meeting place, with healing hands representing the spirit of good health and fortune to wish people well on their journey. This unique and inspiring artwork named **Koorn Koorl Danjoo** (Coming Together) was unveiled at the launch of our Reflect RAP on 30 May 2019, during National Reconciliation Week.

Our Reflect RAP truly allowed us to step back and review the foundations which the organisation had in place to progress our reconciliation journey and achieve our vision for reconciliation. It also allowed our staff to further develop their knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories, rights and experiences. This encouraged staff to actively engage and reflect on how they and the organisation could progress reconciliation both internally and within our sphere of influence. Through this process we have been able to ensure our Innovate RAP is reflective of our organisation and inspires us to be bold and aspirational in achieving the actions and deliverables articulated.

Our long-term commitment to reconciliation was eloquently expressed by our CEO, Leanne Durrington and Board Director, Professor Rhonda Marriott, AM in the Reflect RAP, including phrases such as: guide our work with Aboriginal and Torres Strait Islander people to better understand and respond to their needs and aspirations, and signalling WAPHA's commitment to social change through fostering engagement and partnerships with Aboriginal and Torres Strait Islander people that are built on respect and trust.



## Our key learnings

Throughout the implementation of our Reflect RAP WAPHA identified several key learnings which assisted in shaping the direction of our Innovate RAP's actions and deliverables, including the need to:

- Establish stronger internal reporting systems and processes to ensure the accurate and timely reporting of Aboriginal and Torres Strait Islander employment figures, and the dollar value of goods and services procured from Aboriginal and Torres Strait Islander businesses;
- Develop a Cultural Learning Strategy which incorporates localised cultural learning approaches in addition to our online cultural awareness training package;
- More effectively communicate our RAP achievements and challenges to our internal and external stakeholders;
- Maintain the membership and drive of our RAP Working Group to ensure organisational focus on RAP commitments, especially during periods of organisational change; and
- Determine approaches to implement our RAP and improve organisational culture whilst maintaining a hybrid working model.

## Our achievements so far

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

- Establishing a WAPHA Reconciliation Action Plan, Primary Health Exchange webpage which is accessible to all staff;
- Developing a Cultural Acknowledgement and Welcome to Country Policy for each WAPHA regional office;
- Developing and implementing an online Cultural Awareness Training package which forms part of our all staff Orientation program;
- Convening the WAPHA Strategic Aboriginal Health and Wellbeing Advisory Group (SAHWAG);
- Signing an MOU with the Aboriginal Health Council of Western Australia which will be refreshed as a priority in 2021;
- Commencing development on position papers relating to Aboriginal and Torres Strait Islander health, culturally competent health and the Integrated Team Care Program;
- Progressing development of an Aboriginal and Torres Strait Islander Stakeholder Engagement Plan and Cultural Competency Framework;
- Organising information and brainstorming sessions which provided staff an opportunity to discuss Aboriginal and Torres Strait Islander histories and cultures, our vision for reconciliation and the steps required to progress our reconciliation journey;
- Supporting community yarning sessions in general practice to build connection between the local Aboriginal and Torres Strait Islander community and practice staff;
- Creating and implementing the use of message sticks and associated protocols for use during meetings; and
- Celebrating significant dates including National Sorry Day, National Reconciliation Week and NAIDOC week.





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

## RAP Working Group

To ensure WAPHA achieves our vision for reconciliation, our RAP Working Group is responsible for driving the governance and implementation of our RAP.

To do this, the RAP Working Group oversees the development and ongoing implementation of the RAP including leading, promoting and encouraging participation in the consultation process, engaging with business areas to obtain insights and contributions into the RAP and promoting the importance of reconciliation within the organisation.

The working group is chaired by our RAP Champion, Mark Cockayne (General Manager - Commissioned Services), and consists of representatives from across WAPHA's portfolio areas including three Aboriginal employees. The business areas represented on the RAP Working Group are:

- Board (Director);
- Executive (Chief Executive Officer);
- Commissioned Services (both metropolitan Perth and Country WA);
- Primary Care Innovation and Development;
- Strategy and Engagement;
- Planning and Performance Integration;
- Business Services; and
- Digital Services.

## WAPHA Governance Structure

In addition to the RAP 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. Part of this governance framework is the Strategic Aboriginal Health and Wellbeing Advisory Group (SAHWAG) from which the RAP Working Group receives advice and guidance.

SAHWAG meets quarterly to provide strategic advice to the WAPHA Board through the Strategic Engagement Advisory Committee, Executive and operation teams. Their focus is on achieving better Aboriginal and Torres Strait Islander health outcomes through the effective commissioning of services across WA. The group comprises of representatives from Telethon Kids Institute, WA Department of Health, WA Country Health Service, Kimberley Aboriginal Medical Service, academia, Aboriginal Health Council of WA and the community.

In addition to SAHWAG, our governance structure also comprises of clinical councils and community advisory groups which provide insight into health developments that may disproportionately impact Aboriginal and Torres Strait Islander people.



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

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, 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 2022	Stakeholder Engagement Manager
	Implement, review and update an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2022	Stakeholder Engagement Manager
	Review and evaluate two-way communication between WAPHA committees/councils and Aboriginal and Torres Strait Islander stakeholders via annual Pulse Check Survey.	Ongoing Review: Oct 2022, 2023	Stakeholder Engagement Manager
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022 May 2023	RAP Project Officer
	RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2022, 2023	Lead: RAP Champion Support: RAP Project Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2022 May 2023	Lead: CEO Support: RAP Champion
	Organise or support at least one NRW event or activity within each of our 8 regions (throughout metropolitan Perth and Country WA).	May 2022 May 2023	RAP Project Officer
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022 May 2023	RAP Project Officer
Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	Jan 2022 Jan 2023	RAP Project Officer
	Communicate our commitment to reconciliation publicly via a range of platforms (e.g. online, events/conferences, and WAPHA's clinical councils and committees).	Oct 2021 Oct 2022	Communications Manager
	Explore opportunities and develop a communication plan to positively influence our external stakeholders to drive reconciliation outcomes.	Dec 2021	RAP Project Officer
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	June 2022 June 2023	Lead: RAP Project Officer Support: RAP Champion



Action	Deliverable	Timeline (Completion or Review)	Responsibility
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 2021	People & Culture Manager
	Develop, implement and communicate an anti-discrimination strategy in alignment with other organisational accreditation standards (i.e. Rainbow Tick and QIC Health & Community Standards), and include within our overall Diversity and Inclusion Strategy.	Dec 2022	People & Culture Manager
	Engage with Aboriginal and Torres Strait Islander employees and/or advisors to consult on our diversity and inclusion strategy.	Jun 2022	People & Culture Manager
	Educate senior leaders, and support them to educate their team members, on the effects of racism.	Jun 2022	People & Culture Manager



Understanding the 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 is culturally appropriate and aligned to community's needs, therefore resulting in tangible health and wellbeing outcomes for Aboriginal and Torres Strait Islander people and their communities across WA.

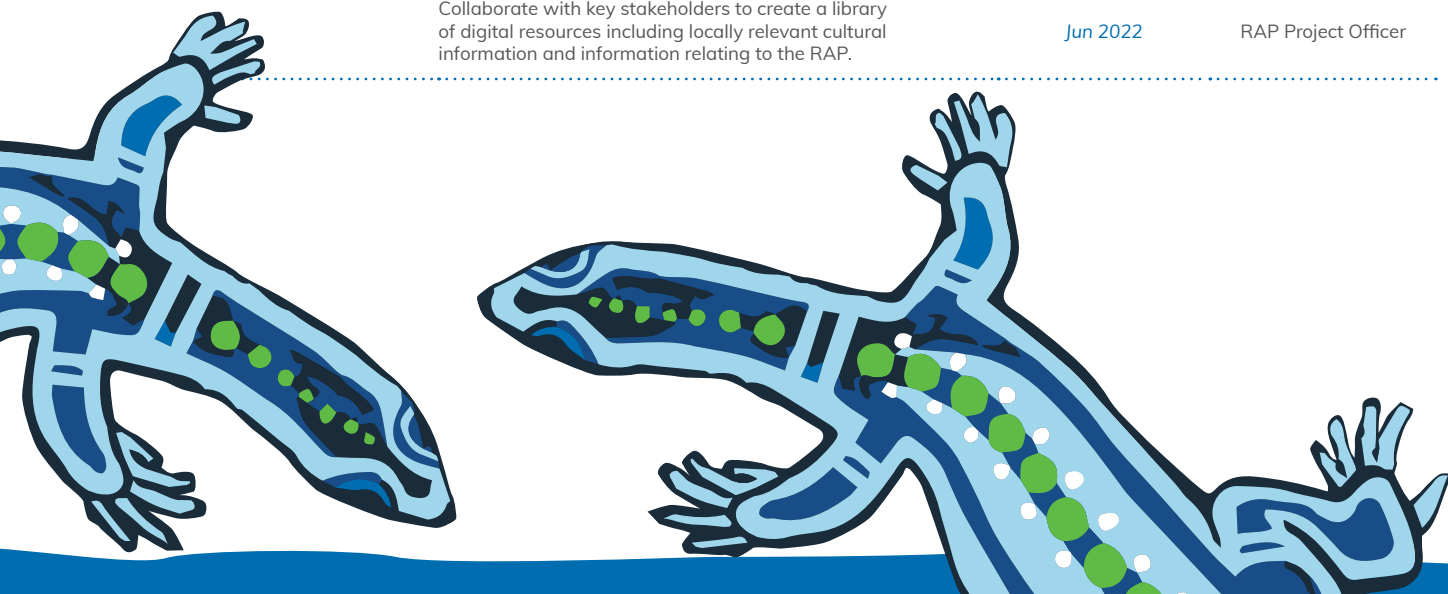
WAPHA endeavours to foster cultural understanding and respect within our organisation, and are dedicated to supporting the broader WA community, in particular the primary health care sector.

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.

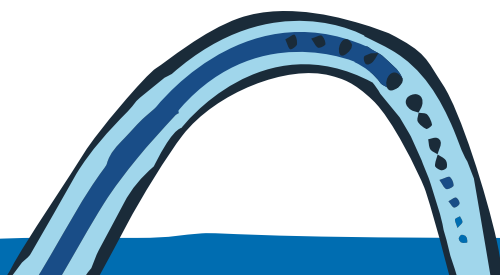
**Focus area:** We build organisational cultural competency by fostering a culture of learning, understanding and respect.

Action	Deliverable	Timeline (Completion or Review)	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, protocols and rights through cultural learning.	Provision of WAPHA's online cultural awareness approach to all new staff members with a ninety percent compliance rate post probation.	Dec 2021 Dec 2022	People & Culture Manager
	Determine feasibility of providing WAPHA's online cultural awareness training package to commissioned service providers and if feasible distribute accordingly.	Jun 2022	People & Culture Manager
	Conduct a review of localised cultural learning needs and unconscious bias training within our organisation.	Apr 2022	People & Culture Manager
	Coordinate internal resources to consult local Traditional Owners, Elders and Aboriginal and Torres Strait Islander advisors on the development and implementation of localised cultural learning strategies.	Jun 2022	People & Culture Manager
	Develop and implement a cultural learning strategy which incorporates localised cultural awareness training for WAPHA staff within each of our 8 regions.	Dec 2022	People & Culture Manager
	Provide opportunities for RAP Working Group members, the HR manager and other key leadership staff to participate in formal and structured cultural learning.	Dec 2022	Lead: CEO Support: RAP Champion, People & Culture Manager
	Collaborate with key stakeholders to create a library of digital resources including locally relevant cultural information and information relating to the RAP.	Jun 2022	RAP Project Officer





Action	Deliverable	Timeline (Completion or Review)	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2022	RAP Project Officer
	Develop, communicate and implement a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2022	RAP Project Officer
	Invite a local Traditional Owner or Elder to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing Review: Jul 2022, 2023	Stakeholder Engagement Manager
	Include a consistent Acknowledgement of Country that includes individualisation in recognition of local cultural meanings at the commencement of important meetings.	Ongoing Review: Jul 2022, 2023	Stakeholder Engagement Manager
	Staff and senior leaders provide an Acknowledgement of Country, Welcome to Country or other appropriate protocol (e.g. Smoking Ceremony) at all public events.	Ongoing Review: Jul 2022, 2023	Stakeholder Engagement Manager
	Display an Acknowledgement of Country plaque, local Aboriginal artwork and the Aboriginal and Torres Strait Islander flags in all our offices.	Jan 2022 Jan 2023	Office & Facilities Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating significant Aboriginal and Torres Strait Islander dates and events (e.g. NAIDOC Week, National Sorry Day)	RAP Working Group to participate in an external event associated with a significant Aboriginal and Torres Strait Islander date, event or festival (e.g. NAIDOC week, National Sorry Day).	Jul 2022 Jul 2023	Lead: RAP Champion Support: RAP Project Officer
	Review HR policies and procedures so that they support staff participation in events associated with significant Aboriginal and Torres Strait Islander dates, events, and festivals.	Dec 2021	Human Resource Manager
	Promote and encourage participation in external events to all staff.	Jun 2022 Jun 2023	RAP Project Officer
	Organise or support at least one NAIDOC activity within each of our 8 regions (throughout metropolitan Perth and Country WA).	Jun 2022 Jun 2023	RAP Project Officer
Work with the primary health care system to raise the level of cultural awareness and appropriateness in providing 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, Aboriginal MBS item numbers, Aboriginal and Torres Strait Islander concepts of health).	Ongoing Review: Jun 2022, 2023	Portfolio Manager – Primary Care Innovation
	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 (PDSA) cycles and information on health needs.	Ongoing Review: Jun 2022, 2023	Portfolio Manager – Primary Care Innovation
	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 Aboriginal Health Council of WA.	Ongoing Review: Jun 2022, 2023	Training & Communities of Practice Manager
	Foster and develop relationships between non-Aboriginal and Aboriginal and Torres Strait Islander health services to identify areas of needs and gaps in service, and to determine culturally appropriate solutions.	Ongoing Review: Jun 2022, 2023	Portfolio Manager – Primary Care Innovation



The social conditions in which people are born, live, and work play a critical role in the wellbeing of an individual (WHO, 2008).

Health is not only dependant on the physical wellbeing of individuals, but also the cultural wellbeing of an individual, this 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, 2007). Due to this, the health and wellbeing of Aboriginal and Torres Strait Islander people needs to encompass a holistic approach to ensure equal participation in a range of life opportunities.

WAPHA recognises and values the diverse, extensive knowledge, skills and experiences Aboriginal and Torres Strait Islander employees and the wider Aboriginal and Torres Strait Islander workforce bring to the primary health care system and to improving the health and wellbeing outcomes of Aboriginal and Torres Strait Islander people.

To assist in ensuring the continual recruitment and retention of Aboriginal and Torres Strait Islander people 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 developing mutually beneficial relationships with Aboriginal and Torres Strait Islander organisations and businesses which are supported by our commissioning and procurement processes, WAPHA can ensure a greater flow back of economic benefits into Aboriginal and Torres Strait Islander communities and support the likelihood of greater employment opportunities and economic participation for Aboriginal and Torres Strait Islander people across WA.

In addition to supporting Aboriginal and Torres Strait Islander owned businesses and organisations, the need to work and partner with our Aboriginal and Torres Strait Islander workforce, strategic partners and communities to ensure the delivery of primary care services throughout WA, including the services commissioned, are culturally appropriate and secure.

Through integrated, real community and stakeholder engagement we can enhance our strategic capability and the capacity of the WA primary health care system, to improve social and economic opportunities for Aboriginal and Torres Strait Islander people and their communities.

#### WAPHA will create opportunities at all levels by:

- Collaborating and partnering with the Aboriginal and Torres Strait Islander communities, organisations and businesses within the regions we work;
- Improving consumer choice and access by supporting general practice and other primary health care providers to deliver culturally appropriate health care services;
- Commissioning services that are culturally appropriate to ensure Aboriginal and Torres Strait Islander people receive the right care, in the right place, at the right time;
- Improving our capacity to identify and report on Aboriginal and Torres Strait Islander health and wellbeing outcomes to inform future commissioning activity; 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.

Through these opportunities Aboriginal and Torres Strait Islander people will be able to exercise genuine choice about their own lives and communities, therefore 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 2021	People & Culture Manager
	Engage with Aboriginal and Torres Strait Islander employees and key external stakeholders on the development of an Aboriginal and Torres Strait Islander Employment Strategy aligned to WAPHA's Employee Value Proposition (EVP).	Jan 2022	People & Culture Manager
	Develop and implement an Aboriginal and Torres Strait Islander Employment Strategy aligned to EVP which provides guidance on recruitment, retention, mentoring and professional development.	Jun 2022	People & Culture Manager



Action	Deliverable	Timeline (Completion or Review)	Responsibility
Cont. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing Review: Jan 2022, 2023	People & Culture Manager
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply'.	Ongoing Review: Jan 2022, 2023	People & Culture Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jun 2022	People & Culture Manager
	Identify vacant/new positions appropriate for prioritisation for Aboriginal and Torres Strait Islander applicants.	Ongoing Review: Nov 2021, 2022, 2023	People & Culture Manager
	Maintain the percentage of Aboriginal and Torres Strait Islander employees in our workforce (four percent) with the ambition of increasing to eight percent by 2024.	Jun 2022 Jun 2024	People & Culture Manager
	Develop and implement an Aboriginal and Torres Strait Islander staff empowerment group which provides opportunities for connecting, mentoring, debriefing, professional development and organisational guidance.	Jun 2022	People & Culture Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy that supports the purchasing of goods and services from Aboriginal and Torres Strait Islander owned business and development of formalised relationships.	Jun 2022	Finance Manager
	Develop and implement a system/process for reporting the procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses.	Jun 2022	Finance Manager
	Review and update procurement policies, procedures and practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander owned businesses.	Jun 2022	Finance Manager
	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.	Jun 2022 Jun 2023	Senior Contracts Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Jun 2022	Finance Manager
	Develop and implement a system for reporting on proportion of funding provided to Aboriginal and Torres Strait Islander organisations, and the representation of (self-identified) Aboriginal and Torres Strait Islander people accessing mainstream services/programs commissioned by WAPHA.	Jun 2022	Senior Contracts Manager
	Review and update commissioning policies, procedures and practices to remove barriers to commissioning services from Aboriginal and Torres Strait Islander organisations.	Jun 2022	Senior Contracts Manager
	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.	Ongoing Review: May 2022, 2023	Senior Contracts Manager
	Develop commercial relationship with Aboriginal and Torres Strait Islander businesses and/or organisations.	Jun 2022 Jun 2023	General Manager – Business Services

Action	Deliverable	Timeline (Completion or Review)	Responsibility
Commission culturally responsive services to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander people.	Consult local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for the commissioning of culturally competent services.	Feb 2022	Health Policy Manager
	Develop and implement a Cultural Competency Framework, which includes an evaluation tool and to ensure the commissioning and delivery of culturally appropriate services for Aboriginal and Torres Strait Islander people.	Apr 2022	Health Policy Manager
	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.	Jun 2022	Operations Manager(s) – Country and Metro
	Embed Cultural Competency Framework and guiding principles within WAPHA tenders and contracts.	Jun 2022	Senior Contracts Manager
Promote improved employment outcomes for Aboriginal and Torres Strait Islander people within WAPHA commissioned service providers to assist in the delivery of culturally appropriate and safe health programs and services across WA.	Embed a statement supporting Aboriginal and Torres Strait Islander employment into all new service provider contracts.	Jun 2022	Senior Contracts Manager
	Encourage commissioned service providers to provide support and training to their Aboriginal and Torres Strait Islander employees and support with advice and resources as needed.	Jun 2022	Senior Contracts Manager
	Consider the feasibility of non-government organisations (NGOs) to report on the numbers and FTE of Aboriginal and Torres Strait Islander employees within each funded service.	Jun 2022	Manager of Analytics & Performance Reporting
Increase capacity to identify and report on Aboriginal health and wellbeing outcomes to inform future commissioning activity.	Map the Aboriginal patient journey and utilise this information to inform Aboriginal funded/specific services and other commissioned activity across WAPHA.	Jun 2022	Program Improvement Manager
	Complete in-depth analysis of Aboriginal specific content across all of the Primary Care Pillars of the Needs Assessment for the three WA Primary Health Network regions.	Dec 2021	Manager of Analytics & Performance Reporting
	Continued reporting of de-identified Aboriginal client data through the Primary Mental Health Care (PMHC) Minimum Data Set (MDS) and determine the reporting needs of other commissioned services as part of the Commissioned Services Performance Evaluation Framework.	Dec 2021	Manager of Analytics & Performance Reporting
Improve the access of services for Aboriginal and Torres Strait Islander peoples.	Commission services in accordance with Commonwealth guidance that focus on improving the coordination of care and access of services for Aboriginal and Torres Strait Islander people with chronic conditions.	May 2022 May 2023	Senior Contracts Manager
	Improve uptake of the Medicare Benefit Schedule (MBS), Aboriginal Health Assessment by informing and promoting its value to primary health care providers and Aboriginal and Torres Strait Islander people via.	Ongoing Review: Jun 2022, 2023	Portfolio Manager – Primary Care Innovation
	Improve access and uptake of digital health services including telehealth and My Health Record by promoting their use to primary health care providers via HealthPathways WA and practice meetings.	Ongoing Review: June 2022, 2023	Portfolio Manager – Primary Care Innovation
	Build local partnerships with stakeholders that continue to support and strengthen access for Aboriginal and Torres Strait Islander peoples.	Ongoing Review: June 2022, 2023	Operations Manager(s) – Country and Metro





Action	Deliverable	Timeline (Completion or Review)	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Feb 2022 Feb 2023	RAP Project Officer
	Establish and apply a Terms of Reference for the RWG.	Feb 2022 Feb 2023	RAP Project Officer
	Meet at least four times per year to drive and monitor RAP implementation.	Feb, May, Aug, Nov 2021, 2022, 2023	RAP Project Officer
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Dec 2021	RAP Project Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Feb 2022 Feb 2023	Lead: RAP Champion Support: RAP Project Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Dec 2021	RAP Project Officer
	Maintain an internal RAP Champion from senior management.	Feb 2022 Feb 2023	CEO
	Include our RAP as a standing agenda item at senior management meetings.	Dec 2021	CEO
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2022 Sep 2023	RAP Project Officer
	Report RAP progress to all staff and senior leaders quarterly.	Feb, May, Aug, Nov 2021, 2022, 2023	RAP Project Officer
	Publicly report our RAP achievements, challenges and learnings, annually.	Oct 2021 Oct 2022	RAP Project Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2022	RAP Project Officer
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Apr 2023	RAP Project Officer
Establish and maintain an effective Strategic Aboriginal Health and Wellbeing Advisory Group (SAHWAG)	Maintain diversity in membership of Aboriginal and Torres Strait Islander representation within the SAHWAG.	Feb 2022 Feb 2023	Lead: Board Director Support: Stakeholder Engagement Manager
	Maintain an updated Terms of Reference for the SAHWAG.	Feb 2022 Feb 2023	Lead: Board Director Support: Stakeholder Engagement Manager
	Meet at least four times per year to obtain a community and nominated stakeholders' perspective on WAPHA's Reconciliation Action Plan and organisational strategic objectives intended to improve the health outcomes of Aboriginal and Torres Strait Islander people.	Ongoing Review: Feb 2022, 2023	Lead: Board Director Support: Stakeholder Engagement Manager
	Provide feedback to the RAP Working Group on the development, implementation and completion of the actions and deliverables set out within this document.	Feb, May, Aug, Nov 2021, 2022, 2023	Lead: Board Director Support: Stakeholder Engagement Manager





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An Australian Government Initiative

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