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ADELAIDE

An Australian Government Initiative



RECONCILIATION
ACTION PLAN

INNOVATE

Adelaide Primary Health Network Innovate Reconciliation Action Plan

October 2023 – September 2025



Aboriginal

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About the Artwork



The artwork by Jordan Lovegrove, Ngarrindjeri, of Dreamtime Creative represents the Adelaide Primary Health Network (Adelaide PHN) and its service to surrounding communities. The large central meeting place is Adelaide PHN with the River Torrens running through representing the location. The smaller meeting places with pathways connecting them are the different health services and partners servicing the local communities depicted by the patterned backgrounds on the outside.

The boomerangs represent Adelaide PHN working with service providers and community to achieve equity of opportunity for positive health outcomes. The pathway going through the artwork is the waterways and the journey into the central meeting place. The footprints represent Adelaide PHN, service providers and community coming together to achieve a reconciled Australia where culture is restored to a place of equity, dignity, and respect.

Champions message

We pay our respect to the Kaurna peoples who are the traditional Custodians of the Adelaide region, and to Elders past, present and emerging.

We are delighted to present Adelaide PHN's second Innovate Reconciliation Action Plan (RAP), which builds upon the work of our first Innovate RAP. In this, our second RAP, we reflect openly on lessons learned, and identify opportunities to renew and extend our commitment to reconciliation.

The work of reconciliation demands sustained and focused effort, truth-telling and courageous conversations built and maintained through partnerships based on mutual respect, alongside a genuine commitment to self-determination.

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 strategic plan and drives our focus of improving health equity for Aboriginal and Torres Strait Islander peoples.

We know that Aboriginal Australians have a life-expectancy of about 10 years shorter than non-Aboriginal Australians. It is in that context that we seek to work together to pursue a more equitable and inclusive health system for all. Where Aboriginal and Torres Strait Islander people have the opportunity to reach their full health potential and are not disadvantaged by social, economic and environmental conditions. Where every person has equitable access to health care professionals, and the same access to resources and opportunities across all aspects of their life.

We thank the many staff, and members of the Aboriginal and Torres Strait Islander community who have given their time and expertise to contribute to the development of this RAP. We thank Reconciliation Australia for their guidance and support and welcome their continued leadership in advancing reconciliation.

Tom Symonds
Chair of Board

Michelle McKay
Chief Executive Officer



Reconciliation Australia CEO message

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Adelaide Primary Health Network continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Adelaide PHN will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Adelaide PHN using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Adelaide PHN to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Adelaide PHN will ensure shared and cooperative success in the long-term.

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

Congratulations Adelaide PHN on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander people have equitable access to high quality, culturally appropriate primary health care services that seek to address racism and power imbalance through active engagement with Aboriginal and Torres Strait Islander people, resulting in improved health and wellbeing outcomes.

This vision requires courage, generosity, integrity and truth telling. We aspire to achieve a reconciled Australia where Aboriginal and Torres Strait Islander cultures are restored to a place of equity, dignity and respect and where the long-held philosophies, knowledge, strength and contributions of Aboriginal and Torres Strait Islander peoples are fully recognised and valued.



Our business

Adelaide PHN is a not-for-profit organisation predominately funded by the Commonwealth. We are one of 31 Primary Health Networks (PHNs) established across Australia.

PHNs have been established with the key objectives of increasing the efficiency and effectiveness of primary health care services for individuals, particularly those at risk of poor health outcomes. They also aim to improve coordination of care to ensure people receive the right care, in the right place, at the right time.

Adelaide PHN prepares a comprehensive needs assessment to identify the key population health and service needs of people in our region. We use this information as the basis for our consultation with our Advisory Councils to inform the commissioning of programs and services to deliver better health outcomes.

Adelaide PHN commissions services to meet population health needs and reduce barriers to access for communities with the highest needs by:

- Identifying and addressing health service gaps based on careful planning and analysis
- Providing support services so health care providers are better placed to care for patients
- Supporting workforce development through training and education
- Assisting health care services to implement and use digital health systems
- Working with others to commission health services for priority populations.

Aboriginal and Torres Strait Islander health is a core priority for Adelaide PHN and ensuring culturally safe services are available and accessible is an aspiration we adopt when working across all areas of our business.

We employ just under 100 staff, two of whom identify as Aboriginal and Torres Strait Islander.

We continually collaborate with our Aboriginal Community Advisory Council, Aboriginal Community Controlled Health Organisations (ACCHOs), health professionals, Elders and community members to scope and identify gaps that emerge in our health care system for Aboriginal and Torres Strait Islander communities within the region.

Currently, we fund several initiatives and programs aimed at supporting the health of Aboriginal and Torres Strait Islander peoples.

These include but are not limited to:

- Integrated Team Care (ITC) Program
- Culturally safe mental health support
- Culturally safe alcohol and other drugs support



Our RAP

Adelaide PHN commenced our formal journey to reconciliation in 2019, with the development and delivery of our first Innovate RAP. The Innovate RAP saw the Adelaide PHN take our first critical steps towards reconciliation, with the intention to:

- Be curious about reconciliation and what it means for us
- Improve internal cultural understanding
- Re-define how Adelaide PHN responds to the needs of Aboriginal and Torres Strait Islander peoples within a commissioning context.

Since the launch of our first RAP, we have established processes and protocols to ensure Aboriginal and Torres Strait Islander peoples are appropriately acknowledged at all meetings and events and in all written communication providing greater confidence to the team.

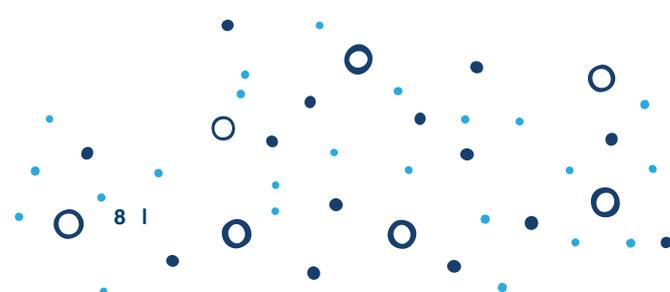
There has been a strong focus on ensuring Adelaide PHN staff have access to and engage with key cultural events, such as National Reconciliation Week and NAIDOC Week, as well as opportunities to be exposed to cultural activities. This has included staff participating in smoking ceremonies and bush medicine and bush tucker presentations from local Aboriginal and Torres Strait Islander peoples. We have also ensured that all staff receive cultural awareness training on a regular and consistent basis.

At the local level, we have, and will continue to engage with Aboriginal and Torres Strait Islander health services commissioned by Adelaide PHN and members of our Aboriginal Community Advisory Council to regularly speak to the staff about the key challenges they see Aboriginal and Torres Strait Islander people are facing. These discussions continue to spark conversations among our staff, encouraging the sharing of personal reconciliation journeys.

Adelaide PHN continues to explore ways in which we can strengthen the Aboriginal and Torres Strait Islander workforce through our partnerships with local health services, and the creation of an identified position to continue to support improved cultural safety of primary health care services in our region. While some cultural immersion and learning activities for staff were impacted by the COVID-19 pandemic, the continued commitment and support for the reconciliation process from executives and the Board showcases the organisation's dedication to ensuring our services, programs and initiatives achieve positive health and wellbeing outcomes.

In developing our second Innovate RAP, we have spent significant time reflecting on what we have learnt over the past two years. We have acknowledged some of the challenges that our reconciliation journey has presented us, including the varied level of knowledge that our staff have around the history and impact of colonisation. On our journey, we will provide information of our region, including the historical and more recent significant achievements of Aboriginal and Torres Strait Islander people in our community. We acknowledge that we still have a long way to go as an organisation, and reconciliation is an ongoing journey.

Our second Innovate RAP is the next building block to driving sustainable change at Adelaide PHN to ensure cultural inclusion, fairness and recognition is realised across all our activities. As we transition to this next phase of our RAP journey, there will be a stronger focus on ensuring we are building meaningful partnerships with Aboriginal and Torres Strait Islander communities and stakeholders. We will achieve this through genuine two-way conversations with ACCHOs, and our Aboriginal and Torres Strait Islander yarning circles to gain insights from local community members. This will enable the identification of current issues and concerns about primary health care services, and to ensure representation of Aboriginal and Torres Strait Islander people in the design, implementation, and procurement of services.





Warriparinga tree

Building on the work achieved to date, we have laid the foundation for building a more culturally aware and inclusive workforce, which will have flow on effects for our work with community.

Adelaide PHN's Innovate RAP 2023-25 will:

- Ensure that we continue to plan and organise our work to promote widespread, powerful change in our community, so that we may support Aboriginal and Torres Strait Islander people to achieve their best possible health outcomes
- Guide our programs, services and partnerships, allowing us to work safely, respectfully and effectively with Aboriginal and Torres Strait Islander peoples, families and communities
- Support our journey to becoming a culturally safe and competent organisation
- Support us in strengthening relationships with Aboriginal and Torres Strait Islander leaders and organisations, so our work is informed by the people and communities we seek to support.

Key initiatives of our RAP include working to establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, using our sphere of influence to promote reconciliation and positive race relations, enhance employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples and businesses, and to share strengths-based stories across our platforms. We will achieve this by:

- Developing partnership agreements with Aboriginal and Torres Strait Islander organisations and communities
- Integrating our partnering principles into Adelaide PHN's commissioning processes (i.e., design, implementation, procurement) to increase the efficiency and effectiveness of services for Aboriginal and Torres Strait Islander people, particularly those at risk of poor health outcomes
- Developing, implementing, and communicating an anti-discrimination policy for our organisation
- Conducting a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs
- Implementing and communicating anti-discrimination provisions, included in Adelaide PHN's new Working Standards Policy and Recruitment, Employment and Staff Departure policy
- Implement mandatory staff training to include education on the effects of racism.



Our RAP work has been guided by Adelaide PHN's Reconciliation Working Group. Our Reconciliation Working Group is made up of members from our Aboriginal Community Advisory Council and representatives from across our organisation who have nominated themselves as internal champions.

Our Aboriginal Community Advisory Council Members:

- **Susan Dixon**, Kurna and Narungga Woman
- **Tanya Hunter**, Ngarluma and Nyikina Woman
- **Barunah Alick**, Darnley Islander Man.

The Aboriginal Community Advisory Council provides a unique opportunity to build genuine, respectful and reciprocal relationships between Aboriginal and Torres Strait Islander people, organisations and Adelaide PHN to achieve better health outcomes for Aboriginal and Torres Strait Islander people. The Aboriginal Community Advisory Council was established to provide advice and direction to Adelaide PHN regarding cultural and policy decisions, support and guide our journey of reconciliation and ensure that Adelaide PHN is kept aware of the current needs and concerns of Aboriginal and Torres Strait Islander communities.

Our work toward reconciliation has been advanced through the involvement of our internal champions and members of our Reconciliation Working Group who provide representation from across our organisation:

- **Sarah Murray**, Deputy CEO and Executive Manager, Strategy and Engagement
- **Christine Bell**, Strategy and Engagement Lead
- **Fiona Buzzacott**, Aboriginal Health Lead
- **Nathaniel Motlap**, Capacity Building Coordinator, Mental Health and AOD
- **Phoebe Lawson**, Practice Facilitator
- **Rebecca Piovesan**, Capacity Building Coordinator, Integration
- **Victoria Lyons**, Strategy and Engagement Support Officer
- **Nick Rechten**, Operations Manager IT, Governance and Reporting
- **Allan Trifonoff**, AOD and Psychosocial Lead
- **Louise Mawby**, Health Commissioning Procurement Officer
- **Monique Hoey**, Practice Facilitator
- **Belinda Spagnoletti**, Mental Health and AOD Integration Coordinator
- **Debbi Edwards**, Executive Manager, Corporate Services

**Note - Reconciliation Working Group member titles and roles are reflective of the time they were a representative. This information may have changed since.*





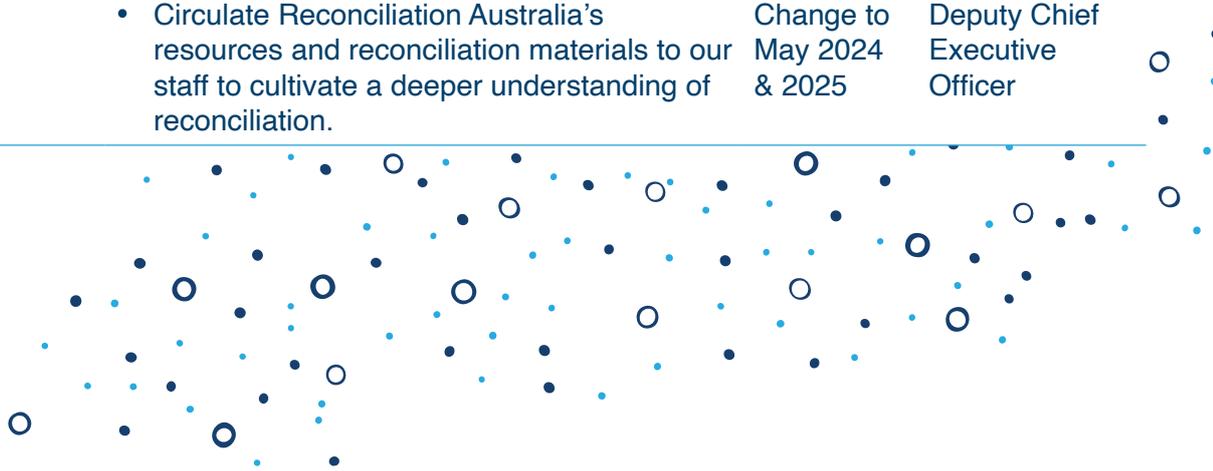
Relationships

Adelaide PHN commits to building and strengthening respectful relationships with Aboriginal and Torres Strait Islander people, communities and organisations to enable the development and implementation of effective strategies, programs and initiatives to achieve equitable health and wellbeing outcomes for all Australians.

Focus area: Adelaide PHN works with local communities to develop understanding and find local solutions to improve the health and wellbeing for Aboriginal and Torres Strait Islander people.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial, respectful, open, honest and transparent relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	November 2023	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	February 2024	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Develop Partnership Agreements with Aboriginal and Torres Strait Islander organisations and communities. 	June 2024 & 2025	Deputy Chief Executive Officer
2. Embed engagement with Aboriginal and Torres Strait Islander organisations into the commissioning process and cycle.	<ul style="list-style-type: none"> Engage Aboriginal and Torres Strait Islander people in service design and planning to ensure that commissioned services are responsive to the health care needs of all people in the Adelaide region. 	April 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Embed opportunities for Aboriginal and Torres Strait Islander participation in Needs Assessment analysis and prioritisation to ensure that Aboriginal and Torres Strait Islander people can access timely, culturally safe and appropriate primary health care services. 	April 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Actively seek genuine two-way conversation with ACCHOs and Local Health Network (LHN) Aboriginal primary health care services to identify current access issues and concerns relating to commissioning cycle, commissioning decision making processes and outcomes. 	September 2024	Executive Manager Mental Health & AOD
	<ul style="list-style-type: none"> Integrate our partnering principles into Adelaide PHN's commissioning processes (i.e., design, implementation, procurement) to increase the efficiency and effectiveness of services for Aboriginal and Torres Strait Islander people, particularly those at risk of poor health outcomes. 	September 2024	Deputy Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement an internal and external strategy to communicate our RAP to all stakeholders utilising our current media channels. 	December 2023	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	December 2023	Chief Executive Officer
	<ul style="list-style-type: none"> Collaborate with other like-minded and RAP organisations to develop ways to advance reconciliation and identify learnings that can be implemented. 	April 2024 & 2025	Chief Executive Officer
	<ul style="list-style-type: none"> Support and promote the “Uluru Statement from the Heart” both internally and externally providing an email banner for all staff emails, and education sessions on the Statement from the Heart for employees. 	October 2023	Chief Executive Officer
	<ul style="list-style-type: none"> Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes. Stakeholders include but are not limited to: <ul style="list-style-type: none"> Regional GP Council members Clinical Council members Commissioned service providers Local Health Networks National PHN’s Australian Health Practitioner Regulation Agency (AHPRA). 	March 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Incorporate Aboriginal and Torres Strait Islander artwork and flags in Adelaide PHN branded communications (e.g., lanyards, email signatures, stationery) to support, and communicate our commitment to reconciliation. 	June 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Circulate Reconciliation Australia’s resources and reconciliation materials to our staff to cultivate a deeper understanding of reconciliation. 	Change to May 2024 & 2025	Deputy Chief Executive Officer



Action	Deliverable	Timeline	Responsibility
4. 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.	November 2023	Chief Executive Officer
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	November 2023	Chief Executive Officer
	• Implement and communicate anti-discrimination provisions, include in Adelaide PHN's Policy.	March 2024	Chief Executive Officer
	• Implement mandatory staff training to include education on the effects of racism.	September 2024	Chief Executive Officer
5. Actively celebrate, participate, and raise awareness of National Reconciliation Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and the wider community.	• Promote staff participation in local and national NRW activities and events through the distribution of event information.	May 2024 & 2025	Deputy Chief Executive Officer
	• Organise at least one NRW event each year.	May 2024 & 2025	Deputy Chief Executive Officer
	• Add NRW activities in all calendars and liaise with Aboriginal Community Advisory Council to plan and schedule in advance.	February 2024 & 2025	Deputy Chief Executive Officer
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2024 & 2025	Deputy Chief Executive Officer
	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and external stakeholders.	May 2024 & 2025	Deputy Chief Executive Officer
	• RAP Working Group members to participate in an external NRW event.	May 2024 & 2025	Deputy Chief Executive Officer





Respect

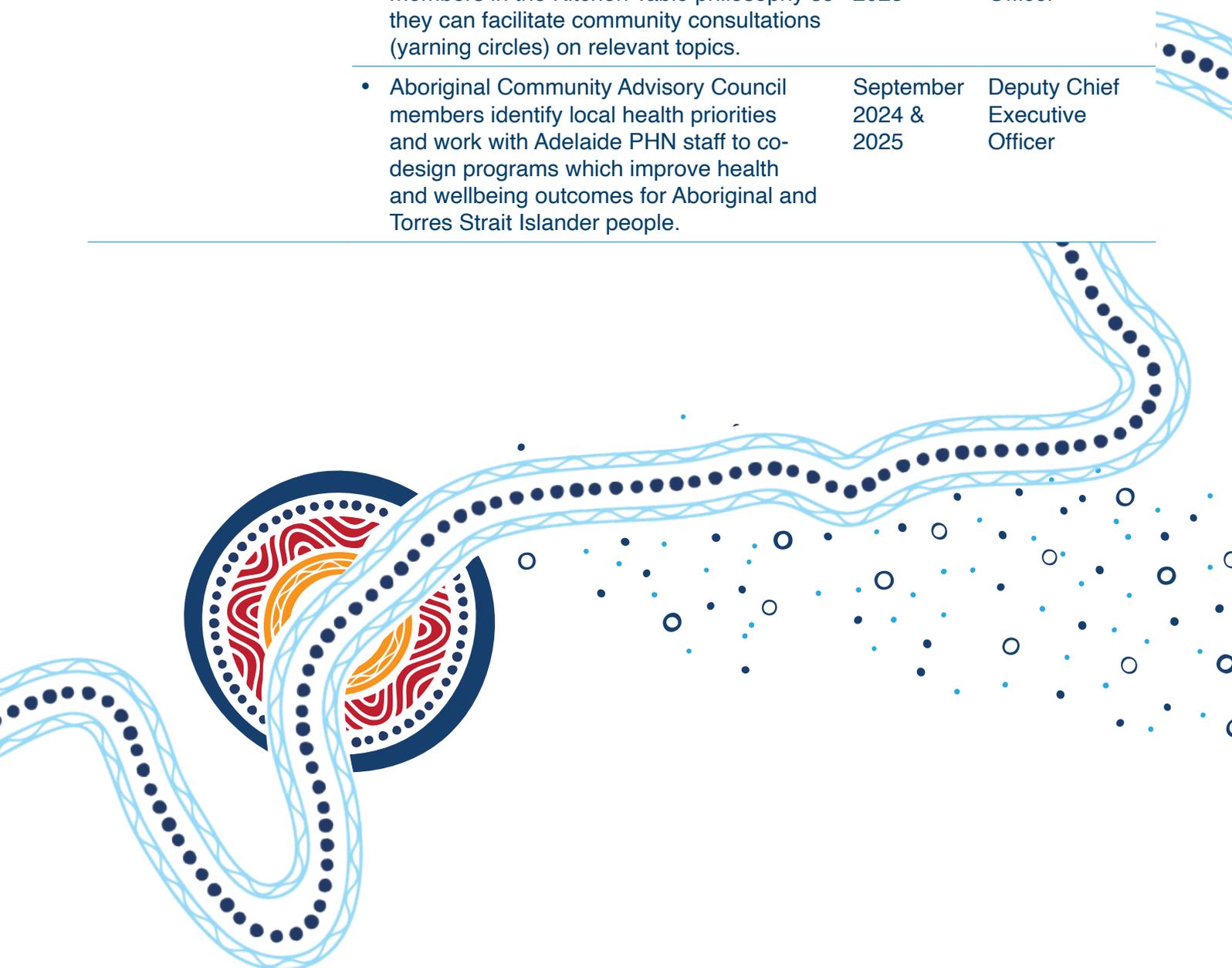
Adelaide PHN continues to encourage staff and stakeholders to strengthen their awareness, understanding and respect for Aboriginal and Torres Strait Islander peoples’ histories and cultures. In the spirit of reconciliation, we recognise and create opportunities for Adelaide PHN staff to share experiences aimed at building knowledge, participating in days of significance, and celebrating Aboriginal and Torres Strait Islander peoples’ achievements. By learning from the past, we can influence how we move forward in the spirit of reconciliation.

Focus area: Provide opportunities for staff and stakeholders to improve their cultural understanding

Action	Deliverable	Timeline	Responsibility
1. Engage employees in continuous, consistent cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	• Conduct a review of cultural learning needs within our organisation.	November 2023	Chief Executive Officer
	• Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	November 2023 & 2024	Chief Executive Officer
	• Review, update and communicate a cultural learning strategy document for our staff.	February 2024 & 2025	Chief Executive Officer
	• Share and promote stories internally and externally of Aboriginal and Torres Strait Islander people whose connection to Country, family, kinship and community have resulted in delivering positive health and wellbeing outcomes for communities.	May 2024 & 2025	Deputy Chief Executive Officer
	• Develop and implement an Aboriginal and Torres Strait Islander Cultural Capability Framework 2024 - 2026.	February 2024	Chief Executive Officer
	• Provide ongoing opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	April 2024 & 2025	Chief Executive Officer
	• Deliver opportunities for cultural learning and immersion of staff in line with our Aboriginal and Torres Strait Islander Cultural Capability Framework 2024 – 2026.	July 2024 & June 2025	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
2. Engage Adelaide PHN employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March 2024 & 2025	Chief Executive Officer
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2024 & 2025	Chief Executive Officer
	• Invite local Traditional Owners or Custodians to provide a Welcome to Country at all Adelaide PHN external events, including all National Reconciliation Week and NAIDOC Week events	March 2024 & 2025	Deputy Chief Executive Officer
	• Communicate and implement the use of the Aboriginal and Torres Strait Islander Correct Terminology and Language Use documents (including Aboriginal Traditional Nations and language maps) to support staff knowledge and assist when working with internal and external Aboriginal and Torres Strait Islander stakeholders.	February 2025	Deputy Chief Executive Officer
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2025	Chief Executive Officer
	• Review and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April 2025	Chief Executive Officer
3. Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.	• Develop a calendar of key dates of cultural significance to include as part of the all-staff Employee Wellbeing and Awareness Events Annual Calendar.	November 2023 & 2024	Deputy Chief Executive Officer
	• Implement early planning for significant Aboriginal and Torres Strait Islander events through Reconciliation Working Group and Aboriginal Community Advisory Council input.	February 2024 & 2025	Deputy Chief Executive Officer
	• Invite members of our Aboriginal Community Advisory Council and Traditional Owners to share their experiences and stories of culture, kinship and history as we celebrate together dates of significance, for example 'Coming of the Light Festival'.	March 2024 & 2025	Deputy Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
4. Embed engagement with Aboriginal Community Advisory Council members and Aboriginal and Torres Strait Islander communities into Adelaide PHN health and wellbeing programs and services.	<ul style="list-style-type: none"> Aboriginal Community Advisory Council members provide advice and direction to Adelaide PHN: <ul style="list-style-type: none"> The delivery and implementation of our RAP and our journey of reconciliation Inform and influence our understanding of local health needs, including local health services and workforce intelligence Inform planning and commissioning of services, including the delivery of culturally safe practices within commissioned primary health settings. 	June 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Provide ongoing support and training of Aboriginal Community Advisory Council members in the Kitchen Table philosophy so they can facilitate community consultations (yarning circles) on relevant topics. 	August 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Aboriginal Community Advisory Council members identify local health priorities and work with Adelaide PHN staff to co-design programs which improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander people. 	September 2024 & 2025	Deputy Chief Executive Officer





Opportunities

Adelaide PHN is committed to collaborating and partnering with Aboriginal and Torres Strait Islander people, communities and service providers to ensure Aboriginal and Torres Strait Islander people have access to high quality primary health.

Focus area: Create opportunities for the local voice to advocate for high quality primary health care for Aboriginal and Torres Strait Islander people care, locally led solutions and initiatives that promote health and wellbeing.

Action	Deliverable	Timeline	Responsibility
1. Improve employment opportunities and outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2023	Deputy Chief Executive Officer
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	December 2023	Chief Executive Officer
	• Establish and maintain an identified Aboriginal Health Lead position within Adelaide PHN.	December 2023	Executive Manager, Integration
	• Actively recruit for Aboriginal and Torres Strait Islander member(s) to both our Aboriginal Community Advisory Council and Board.	April 2024 & 2025	Chief Executive Officer
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2024	Chief Executive Officer
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2024	Chief Executive Officer
	• Advertise all positions on Aboriginal and Torres Strait Islander Information Networks, such as Turkindi.	November 2023	Chief Executive Officer
	• Develop relationships with Tauondi Aboriginal College, and universities to promote First Nations training and employment pathways with Adelaide PHN.	March 2024	Deputy Chief Executive Officer
	• Develop pathways for the inclusion of traineeships, student placements, study scholarships for interested Aboriginal and Torres Strait Islander peoples within Adelaide PHN.	February 2024	Chief Executive Officer
	• Implement a framework to connect Aboriginal and Torres Strait Islander staff to mentoring and support opportunities.	February 2024	Chief Executive Officer
• Explore partnering opportunities with Local Health Network's/SA Health and Community Service Providers to leverage existing mentoring programs for Aboriginal and Torres Strait Islander professionals working in the health sector.	February 2024	Deputy Chief Executive Officer	

Action	Deliverable	Timeline	Responsibility
2. Implement Aboriginal and Torres Strait Islander workforce capacity building activities within Adelaide PHN.	• Develop opportunities and pathways for a future observer ship program for Aboriginal and Torres Strait Islander people interested in future Board opportunities.	August 2024 & 2025	Chief Executive Officer
	• Provide sponsorship/internships/secondment opportunities to encourage Aboriginal and Torres Strait Islander people to work across the health system.	April 2024	Chief Executive Officer
	• Engage education providers and corporate stakeholders in building employment and professional development pathways across the health sector for Aboriginal and Torres Strait Islander employees.	August 2024	Chief Executive Officer
3. Review and improve commissioning policies to encourage commissioning from Aboriginal and Torres Strait Islander businesses.	• Develop a co-designed cultural learning and capacity building program targeting primary health care providers and commissioned services to support the delivery of the Closing the Gap priority reforms and improve access to health services for Aboriginal and Torres Strait Islander people.	December 2023	Executive Manager Integration
	• Develop and implement commissioning policies to ensure we remove any barriers for Aboriginal and Torres Strait Islander businesses or Individuals.	July 2024	Executive Manager Mental Health & AOD
	• Implement an Aboriginal and Torres Strait Islander commissioning strategy to include all ACCHOs.	July 2024	Executive Manager Mental Health & AOD
4. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Review and update procurement practices so barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses are addressed.	July 2024	Executive Manager Mental Health & AOD
	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2024	Executive Manager Mental Health & AOD
	• Develop at least one new sustainable commercial relationship each year with an Aboriginal and Torres Strait Islander owned business.	June 2024 & 2025	Chief Executive Officer
	• Investigate Supply Nation membership.	November 2024	Chief Executive Officer
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander owned business to our Commissioned Service Providers and other stakeholders.	June 2025	Chief Executive Officer



Governance

Action	Deliverable	Timeline	Responsibility
1. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Identify and review resource needs for the effective implementation of RAP 2023 - 2025. 	February 2024 & 2025	Chief Executive Officer
	<ul style="list-style-type: none"> Maintain an internal RAP Champion from Executive. 	November 2023	Chief Executive Officer
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	January 2024 & 2025	Chief Executive Officer
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	November 2023 & 2024	Deputy Chief Executive Officer
2. Maintain the Reconciliation working group to actively monitor RAP implementation, tracking progress and reporting.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group. 	January, April, July, October 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the Reconciliation Working Group. 	November 2023	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> The Reconciliation Working Group to meet a minimum of six times per year to drive and monitor RAP implementation. 	November, February, April, May, June, July, September 2023, 2024 & 2025	Deputy Chief Executive Officer



Action	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> 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 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Report RAP progress to all staff and Executive on a quarterly basis. 	October, January, April, July 2023 & 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Include RAP progress and reporting as a standing agenda item at Executive meetings. 	October, January, April, July 2023 & 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Report RAP achievements, challenges and learnings to the Adelaide PHN Board. 	September 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	August 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges, and learnings, annually. 	September 2024 & 2025	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	September 2025	Deputy Chief Executive Officer
4. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2024	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Consult with internal and external stakeholders in the development of the RAP 2025 - 2027. 	June 2024	Deputy Chief Executive Officer
	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP 2025 - 2027. 	July 2024	Deputy Chief Executive Officer



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