



**Health**  
Central Adelaide  
Local Health Network



# Reconciliation Action Plan

May 2023 - May 2025

*"Ngadluku Kuma Pirrkutidli"* We are all part of the story.







## Acknowledgement of Country

We acknowledge and respect the First Nations Kaurna people whose ancestral land the Central Adelaide Local Health Network (CALHN) provides services on. We acknowledge the deep feelings of attachment and relationship of Aboriginal and Torres Strait Islander peoples to Country. The network also acknowledges the Traditional Owners and Custodians of the many lands our Aboriginal and Torres Strait Islander consumers travel from to receive services. In the spirit of reconciliation, we also acknowledge the non-Aboriginal and Torres Strait Islander peoples who contribute to our reconciliation journey of improving Aboriginal and Torres Strait Islander health outcomes.



# Contents

Acknowledgement of Country .....	2
Our reconciliation artwork .....	4
Our vision for reconciliation.....	6
Message from Reconciliation Australia Chief Executive Officer .....	8
Message from CALHN Board Chair and Chief Executive Officer .....	10
Message from CALHN Reconciliation Action Plan Working Group Co-Chairs .....	11
About Central Adelaide Local Health Network.....	12
Our reconciliation journey .....	16
Key findings from our previous RAP.....	18
Our RAP 2023 – 2025 .....	20
Relationships .....	22
Respect.....	24
Opportunities .....	28
Governance .....	30

# Wardli Purrutinhi

## 'Place to live or be alive'



Our reconciliation artwork is designed by Allan Sumner, an Aboriginal South Australian artist and descendant of the Ngarrindjeri, Kurna and Yankunytjatjara people.

The artwork shows CALHN's important role in improving the health and wellbeing of South Australians by delivering world-class integrated healthcare and hospital services.

The circle in the middle of the artwork represents the 'Wardli Purrutinhi', our network. It is positioned centrally, and connects our hospitals, community health services and clinical services together.

The U-shaped symbols throughout the artwork represent the people of CALHN. The main circle in the middle is surrounded by U-shaped symbols representing staff, health professionals and community people. The U-shaped symbols on the outer layer represent the many community people who use CALHN's services.



### **CALHN**

The circle in the middle of the artwork represents the Central Adelaide Local Health Network. The U shaped symbols around it represent all the CALHN staff.



### **Hospitals**

The purple circle represents one of the five hospitals: the Royal Adelaide Hospital (RAH), The Queen Elizabeth Hospital (TQEH), Hampstead Rehabilitation Centre (HRC), The Repat Health Precinct (RHP) and Glenside Health Services.



### **Connective lines between community health services and clinical services**

These services are all connected between the journey lines.



### **Community people**

The U-shaped symbols on the outside of the artwork represent the many people in the community who use CALHN's services.



### **Community health services**

There are community health services including SA Prison Health and Donate Life SA.



### **Statewide Clinical Support Services**

Other clinical services include SA Dental, BreastScreen SA, SA Pathology, SA Medical Imaging and SA Pharmacy.



### **CALHN five hospitals**

CALHN's hospitals are Royal Adelaide (RAH) as a major quaternary facility, The Queen Elizabeth Hospital (TQEH) as a general hospital, and the rehabilitation hospitals' Hampstead Rehabilitation Centre (HRC), the Repat Health Precinct (RHP), and Glenside Health Services for acute and community mental health rehabilitation.



# Our vision for reconciliation

CALHN aspires to build upon our previous Reconciliation Action Plan (RAP) to become a centre for excellence in Aboriginal and Torres Strait Islander health and wellbeing.

Our vision for reconciliation is to support positive and long-lasting outcomes to meet the health needs of Aboriginal and Torres Strait Islander people, ensuring access to culturally safe healthcare. We will bring this vision to life by continuing to partner with the community.

Aboriginal and Torres Strait Islander communities, consumers and stakeholders help us to provide culturally safe care and better services. Community involvement allows us to have ongoing conversations about the planning, designing, monitoring and delivery of quality care to Aboriginal and Torres Strait Islander patients and families.

We value these relationships and meaningful involvement as an essential part of strengthening trust in CALHN now and into the future. These relationships have created representation across our network, including the Yaitya Marnintyarla Kangka Committee, the RAP implementation working group and a commitment to Aboriginal-led initiatives and services 'from the board to the ward'.

We will ensure good leadership and invest in the growth and implementation of strategies to improve the cultural competency of our workforce, to create an environment that recognises the value of Aboriginal and Torres Strait Islander peoples' histories, knowledges and contributions and embed cultural understanding into appropriate models of care and engagement.







# Message from Reconciliation Australia Chief Executive Officer



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. Central Adelaide Local Health Network (CALHN) 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 CALHN will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to CALHN 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 CALHN 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, CALHN will ensure shared and cooperative success in the long-term.

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

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

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia







# Message from CALHN Board Chair and Chief Executive Officer



CALHN's Board and Executive share a commitment to work alongside our staff, Aboriginal and Torres Strait Islander patients and our partners to improve the health outcomes of Aboriginal and Torres Strait Islander peoples.

As the largest health network in SA, CALHN is in an influential position to support this ambition as we provide care to a many Aboriginal and Torres Strait Islander communities across South Australia and other states.

We acknowledge our important responsibility to ensure our services are designed to be inclusive of the needs of all community members and we listen to the lived experience and feedback from our Aboriginal and Torres Strait Islander consumers.

As we embark on our second Innovate Reconciliation Action Plan (RAP), we recognise our journey to embed culturally responsive, culturally accountable, and culturally safe practices and systems for our Aboriginal and Torres Strait Islander patients is ongoing. CALHN is committed to educate and empower all our non-Aboriginal workforce, to reflect on their cultural learning journey.

We will build on our successes of previous RAPs, while developing and implementing innovative strategies to further advance reconciliation internally and externally of our organisation.

Strengthening our partnerships with stakeholders and community representatives is well underway. We are becoming a more responsive network and improving our services through the meaningful contribution of our Yaitya Marnintyarla Kangka Committee and our Aboriginal consumer representatives.

Expanding our education and learning programs for staff and furthering the impact of our Aboriginal and Torres Strait Islander Wellbeing Hub will enable the organisation to extend our positive and healing environment for Aboriginal and Torres Strait Islander patients and visitors.

Creating a culturally strong workforce and increasing representation of Aboriginal and Torres Strait Islander people across the organisation and in leadership positions will be critical to our reconciliation success. We are confident the recently released Aboriginal Employment and Retention Strategy will attract and nurture Aboriginal employees to better support the wellbeing of our patients.

The actions contained in CALHN's third RAP demonstrate our ongoing commitment for meaningful and reciprocal relationships with Aboriginal and Torres Strait Islander communities and requires us to be accountable for our activities.

It also ensures our reconciliation efforts are relevant and meaningful to the community we serve, allowing us to influence the future of Aboriginal and Torres Strait Islander health outcomes.

**Raymond Spencer**  
Chair Governing Board

**Professor Lesley Dwyer**  
Chief Executive Officer



# Message from CALHN Reconciliation Action Plan Working Group Co-Chairs



On behalf of our CALHN Reconciliation Action Plan working group, we are pleased to deliver our second Innovate RAP to continue our journey towards reconciliation.

It outlines important actions to enable the network and its workforce to strengthen our relationships with Aboriginal and Torres Strait Islander consumers and tailor our care to better meet their needs.

We acknowledge the significant contribution of the CALHN Aboriginal Consumer Reference group members in the preparation of this document, who have generously provided a wealth of knowledge and ongoing support and guidance.

This document recognises Aboriginal and Torres Strait Islander health and wellbeing is more than physical health, it also embodies the cultural and spiritual needs of the family and the community.

This RAP will encourage our staff to better understand the cultures and histories of Aboriginal and Torres Strait Islander peoples and support our efforts to establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

We are confident it will also help us to increase the number of Aboriginal and Torres Strait Islander employees, which is critical if we are to move forward towards meaningful reconciliation and improve the experiences and outcomes for Aboriginal and Torres Strait Islander peoples and their communities.

Reconciliation is a shared journey, and we are looking forward to working alongside our staff, stakeholders and the community to implement our third RAP together.

**Uncle Frank Wanganeen**

Kurna Elder, Aboriginal Consumer Representative

**Rachael Kay**

Interim Executive Director Operational and Performance

# About Central Adelaide Local Health Network

Our vision is to shape the future of health with world-class care and world-class research and to be within the top 5 health services in Australia and the top 50 in the world.

The following strategic ambitions provide us with the direction to deliver on our world-class care and world-class research goals:

- Our care is connected and revolves around the patient in their (and our) community
- Our curiosity compels us to always do better – research and innovation drives everything
- We invest in what matters
- Our technology enables excellence
- We attract and foster world-class talent

Our first Listening, Caring, Healing Aboriginal Health Framework and Action Plan 2022 -2027 will help fulfil our ambition to deliver culturally sensitive services where Aboriginal consumers feel confident and safe. Our consumers and community are central to everything we do to ensure we deliver care that is responsive to and respectful of their needs and diverse cultural beliefs. Our values mean we are both 'people first' and 'community minded' and we demonstrate this through our interactions with others across the South Australian health system, the community, and our consumers.

Since 2019 the network has been led by the Central Adelaide Local Health Network Governing Board. The board has oversight of the network's strategy, risk management, governance and performance, and provides strategic direction in conjunction with the Chief Executive Officer (CEO).

In addition, Priority Care Committees (PCC) have been established across CALHN to ensure that governance arrangements are in place to enable the network to deliver high quality services that meet community expectations, SA Health requirements and the National Safety and Quality Health Service Standards.

In 2020, CALHN established the Aboriginal Priority Care Committee (APCC) which brings together multi-disciplinary staff and Aboriginal and Torres Strait Islander consumers to ensure appropriate governance is in place for the network to deliver high quality services that meet the needs of Aboriginal and Torres Strait Islander people and community expectations.

In 2022, CALHN consulted with Kurna Warra Karrpanthi (KWK), the leading group dedicated to Kurna language revitalisation and maintenance, for permission to rename our APCC to best reflect the work of the Committee in Kurna language. In 2023, CALHN were privileged to receive cultural consent from KWK to rename the committee to Yaitya Marnintyarla Kangka Committee - (marnintyarla 'best').

The renaming of the APCC committee builds upon our connection with Communities, respect of cultural protocols and continued strengthening of our relationship with the KWK who have already generously provided their cultural consent for CALHN to use Kurna language within our key Aboriginal employment and retention strategy released in 2022. Within the document, Kurna language is also gifted to our network as an important call to action, 'Ngadluku Kuma Pirrkutidli' meaning 'We are all part of the story.' We are privileged to be taking this statement forward in our second innovate RAP.



## Our sites, services, and workforce

CALHN is the largest of all the local health networks in South Australia with an annual budget of over \$2.7 billion.

Our network brings together five hospitals, several community-based services and employs more than 17,000 staff. As of October 2022, CALHN employed 124 staff who identified as Aboriginal and or Torres Strait Islander. We are working towards increasing the number of staff who identify as Aboriginal and/or Torres Strait Islander people from 1% to 4% over the next four years. Our Aboriginal Employment and Retention Strategy outlines four priority areas and associated initiatives that will help us to improve our recruitment and retention and to foster an inclusive environment.

### Our hospitals

- The Royal Adelaide Hospital
- The Queen Elizabeth Hospital
- Hampstead Rehabilitation Centre
- Glenside Health Services
- Statewide Rehabilitation at The Repat Health Precinct

### Our community health service

- SA Prison Health Service
- DonateLife SA
- Integrated Care

### Our Statewide Clinical Support Services

- SA Pathology
- BreastScreen SA
- SA Medical Imaging
- SA Pharmacy
- SA Dental

While our hospitals and the services within them operate on the traditional lands of the Kaurna people, our state-wide services operate on or travel through the traditional lands of many other nations. The network also engages with traditional healers at the request of patients and uses interpreters where needed to support patient communication.



#### The Aboriginal and Torres Strait Islander Health and Wellbeing Hub (the Hub)

Located at the Royal Adelaide Hospital, the Hub is a centralised service providing support to Aboriginal and Torres Strait Islander inpatients, escorts, and families within CALHN hospitals.

## Caring for our Aboriginal community

Our diverse Aboriginal and Torres Strait Islander consumers includes Aboriginal and Torres Strait Islander patients and families from the central Adelaide region, other local health network areas, as well as regional and remote areas of South Australia. A significant proportion of our Aboriginal and Torres Strait Islander consumer population travels great distances, away from Country and far away from remote or interstate areas.

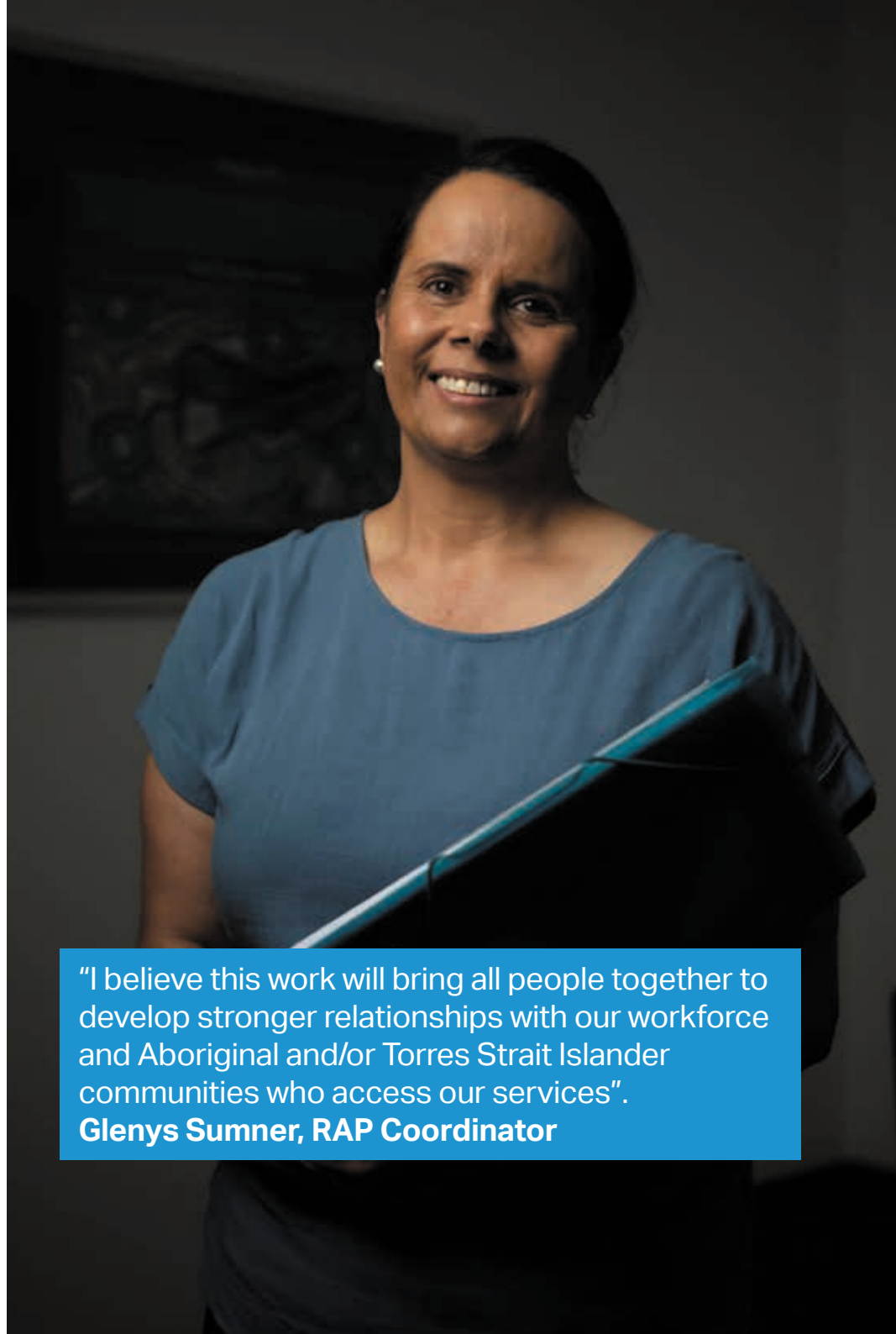
The latest Central Adelaide population figures show that 1.1% of people in our geographic region identify as Aboriginal and/or Torres Strait Islander people, which represents almost 5000 people. In contrast, recent data shows more than 10,000 (4%) of CALHN's service population identified as Aboriginal and/or Torres Strait Islander people.

We are in a unique position to provide care and support to many Aboriginal and Torres Strait Islander peoples to deliver their healthcare needs. This also includes health services for Aboriginal and Torres Strait Islander people in prison and dental and mental health care services, and specialised clinical services across the state.

About 10% of Aboriginal and Torres Strait Islander patients using our services are from New South Wales and the Northern Territory. While the network's geographic catchment area covers the central, western, and eastern suburbs of metropolitan Adelaide, a community of more than 466,000 people, we also provide health care for Aboriginal and Torres Strait Islander peoples living in other parts of South Australia, Northern Territory, eastern Western Australia, western New South Wales, and western Victoria.

In an average month, The Queen Elizabeth Hospital and Royal Adelaide Hospital sites care for approximately 870 Aboriginal and/or Torres Strait Islander patients, as well as 700 emergency department presentations.

We work collaboratively with our metropolitan and regional local health networks and services, private care providers and Aboriginal-community-controlled health services so that our patients have the support they need in a welcoming, culturally safe, and responsive environment. This requires working together with our consumers and partners to carefully plan, develop and deliver services to address the high burden of chronic disease in Aboriginal communities.



"I believe this work will bring all people together to develop stronger relationships with our workforce and Aboriginal and/or Torres Strait Islander communities who access our services".

**Glenys Sumner, RAP Coordinator**



## Support for healing

CALHN aims to support healing as we recognise that healing is more than addressing the physical wellbeing of consumers.

We know that Aboriginal communities still experience racism and need culturally safe and welcoming environments to ensure high quality patient outcomes. Other basic supports include transport for all patients, culturally appropriate care pathways, referral mechanisms, improved care coordination, mandated cultural safety education, improved understanding of Aboriginal Peoples and Communities and communication flow between hospital and primary care.

## Influence and partnerships

At CALHN we recognise our capacity to influence system changes, we take our contributions to engaging all people in reconciliation seriously and understand that partnerships are an important mechanism for this. This commitment to partnerships is also highlighted in our reconciliation artwork.

Our first Innovate RAP focused on creating partnerships to advance reconciliation leading to the development of a formal partnership with Celsus to resource CALHN's first dedicated RAP coordinator Glenys Sumner, a proud descendant of the Ngarrindjeri and Kurna people.

This role is responsible for supporting and developing effective strategies, partnerships and programs that assist CALHN's vision for overcoming the inequality between all Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples.

Celsus is an important partner for CALHN and is a Special Purpose Company responsible for managing the consortium that designed, financed, constructed, and commissioned the Royal Adelaide Hospital. It now manages and maintains the world-leading facility under a 30-year contract until 2046.

Through our partnership approach we will continue to grow and develop our relationships that are crucial to providing opportunities and increasing cultural understanding.

Our Listening, Caring and Healing Aboriginal Health Framework and Action Plan 2022 – 2027 prioritises Aboriginal culture and strengthens clinical care to support health and social outcomes to:

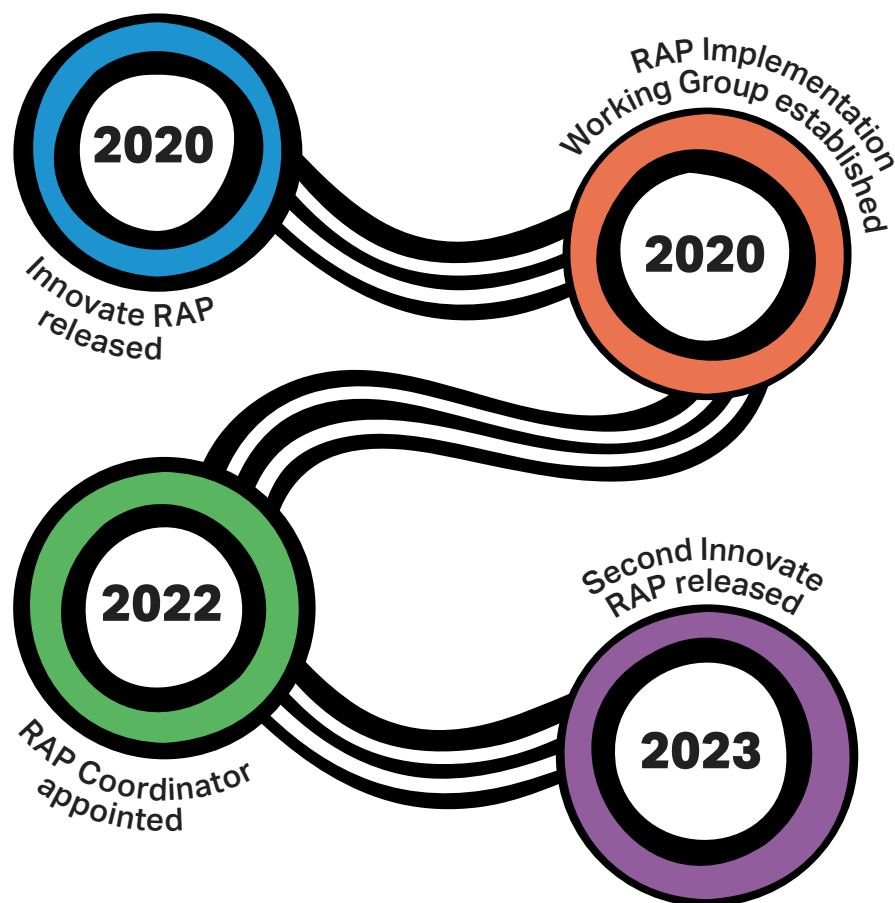
- Strengthen the interface between the primary health and acute care pathways
- Improve access to clinical services through a balance of clinical, cultural, and environmental improvements
- Use appropriate technology (such as telehealth) to provide better care coordination options for Aboriginal consumers and communities.



# Our reconciliation journey

CALHN is committed to our reconciliation journey, with our first Innovate RAP guiding our reconciliation commitment and actions between 2020 and 2022.

Our second Reconciliation Action Plan has guided and held us accountable as we travel along our pathway to making reconciliation a reality and we acknowledge the progress made as part of its implementation.



## New cultural protocols document

A cultural protocols document was released to support staff to feel confident in engaging and working with Aboriginal and Torres Strait Islander peoples and communities to foster respect and trust. Designed to complement the network's broad cultural learning strategy, use of these protocols will lead us closer to achieving the five dimensions of reconciliation in our Reconciliation Action Plan.

## Listening, Caring and Healing Aboriginal Health Framework and Action Plan, 2022-2027

Listening and engaging with Aboriginal and Torres Strait Islander peoples is the foundation of enduring relationships and partnerships with community, Aboriginal community-controlled health services and external stakeholders. In 2022, we released our Aboriginal Employment and Retention Strategy 2022–2027, which outlines CALHN's commitments and priorities to ensure services are culturally responsive to the needs of Aboriginal peoples and communities. It set outs four priority areas and initiatives to drive our approach to fostering an inclusive environment where our people can thrive and do their best. To help us deliver this, we are employing a cultural learning and development consultant to embed our Tapa Purruna Tirkatirkanya Karrpa (our cultural learning framework) that will support the delivery of outcomes through individual self-reflection and organisational cultural safety engagement. The action plan includes strategies and actions to drive further institutional change, prioritise culture to strengthen clinical care options, improve accessibility and advance service coordination and pathways.

Implementing CALHN's second Innovate Reconciliation Action Plan will lay the foundation for us to work towards the Stretch RAP, including having local RAPs implemented in CALHN's programs and areas.



## Improving staff awareness

'Tuckerbox' sessions were held across our sites during Reconciliation and NAIDOC weeks. These aim to raise staff awareness about Aboriginal and Torres Strait Islander health initiatives and programs in place at CALHN, including our Yaitya Marnintyarla Kangka Committee, Aboriginal community engagement approach, Aboriginal Health Framework and Action Plan, Aboriginal Employment and Recruitment Strategy and Aboriginal and Torres Strait Islander Health and Wellbeing Hub.

## Improving Aboriginal and Torres Strait Islander consumer participation

Increased Aboriginal and Torres Strait Islander consumer representation provides opportunities for listening to lived experiences of Aboriginal and Torres Strait Islander consumers and elevates their voices in the design of processes and system design.

During the life of previous RAPs, we have proactively sought to increase Aboriginal and Torres Strait Islander consumer representation across the network. This has been challenging in a COVID environment and to navigate these changes consumers were provided with access to Microsoft Teams either via mobile phones or computers.

## Planting of a Tuckeroo tree at the RAH

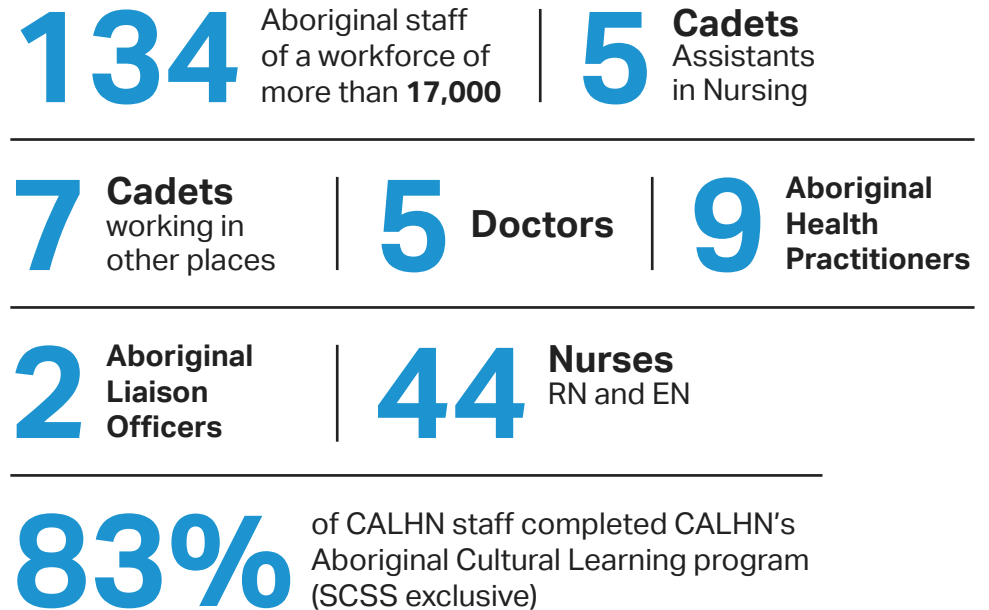
In 2021, CALHN executives, board members, representatives from the RAP implementation working group, Celsus and Aboriginal consumers jointly planted a Tuckeroo tree outside the RAH.

The planting of the Tuckeroo tree represented our commitment to reconciliation and as the roots of the tree take hold in Kaurna Country, it will represent the connection between all people and the land and our journey. It signifies a journey where we are working together, to close the gap in health outcomes of Aboriginal and Torres Strait Islander patients.

## Raising the profile of CALHN's Aboriginal and/or Torres Strait Islander workforce

CALHN staff who identify as Aboriginal and or Torres Strait Islander people have been provided with an opportunity to have a name badge featuring our Aboriginal artwork and identifying the community they come from. This initiative aims to improve cultural awareness, foster healthy conversations, and build understanding between our Aboriginal and non-Aboriginal colleagues and incorporates the artwork to assist patients and their families to identify with each other.

## Workforce statistics



# Key findings from our previous RAP

Findings	Outcomes
Relationships are an integral part of working with Aboriginal and Torres Strait Islander businesses	We strengthened our commitment to positive relationships by establishing a communication strategy to share the progress of our RAP activities across our network. This internal strategy runs alongside our external community e-newsletter that was first introduced in 2021.
Our community want to see culture visible in our infrastructure/service areas, to make them feel safe and close to home	Our Aboriginal and Torres Strait Islander communities have had a voice in developing our Aboriginal Health Framework and Action Plan which includes a strategic ambition to demonstrate a welcoming environment that recognises the importance of cultural beliefs and practices to Aboriginal and Torres Strait Islander peoples.  Deliverables are also prioritised with our RAP action plan.
Our internal engagement and visibility of our RAP achievements is not felt at all levels of CALHN	We have incorporated into our RAP deliverable 3.6 to develop an annual communications plan that promotes RAP actions and progress internally and shares achievements externally/publicly.  We have established a 'Our RAP' progress intranet page.  Increased communication through the CALHN staff bulletins updates about our progress, initiatives, and events.
Investing in further cultural learning will build confidence in our workforce and enhance their service delivery to Aboriginal and Torres Strait Islander peoples	Established our four-phase 'Cultural Learning Strategy' across CALHN.  Established a Cultural Learning Consultant role to progress the coordinated cultural learning framework.
We can do more to empower our RAP implementation working group members with support and resources to implement RAP actions embedded through the organisational action plan	We have employed CALHN's first dedicated RAP Coordinator to engage with the RAP through the expansion of the RAP implementation working group and the RAP events committee to share resources and support staff to implement RAP actions and create opportunities for engagement in the planning, design, and deliverables.
Early and inclusive engagement is crucial for success	Established an Aboriginal Consumer Reference Group.  Our Aboriginal and Torres Strait Islander communities have had a voice in developing our Aboriginal Health Framework and Action Plan which includes a strategic ambition to partner with Aboriginal and Torres Strait Islander consumers to meet their health care needs and include them in healthcare governance, planning, design, measurement, and evaluation.  Established an Aboriginal Stakeholders Reference Group.





# Our RAP 2023 – 2025

Our RAP was developed in response to CALHN's ongoing commitment to improving the health and wellbeing of Aboriginal and Torres Strait Islander communities and supports the journey so far towards reconciliation.

It recognises we have a long way to go and that we are all part of the story. Our RAP implementation working group has provided ongoing leadership and input into the development and design of the RAP deliverables.

To ensure that we were inclusive in our engagement with staff and community, we initiated a review of our previous RAP and held various workshops to inform this second Innovate RAP.

Our engagement included a survey of all CALHN and Statewide services staff, along with workshops with the following groups:

- Consumer advisory groups
- Aboriginal and Torres Strait Islander staff
- CALHN community
- Community networks
- Senior leadership
- Our partners
- RAP implementation working group.

From this engagement we identified several key findings and through listening we aspired to develop good working relationships that provide culturally sensitive services that continually improve outcomes for our Aboriginal and Torres Strait Islander consumers, our partners, and stakeholders.

In developing our Innovate RAP 2023 – 2025, we built upon the learnings of our previous RAP which include expanding our education and learning programs for staff and employing a dedicated RAP Coordinator to accelerate our ability to complete RAP initiatives faster and with a greater reach.

We continue to work towards fulfilling our ambition to become a centre for excellence in Aboriginal and Torres Strait Islander health and wellbeing. To achieve this, we are committed to building and maintaining relationships focused on embedding Aboriginal and Torres Strait Islander health and wellbeing needs and knowledge into SA Health.

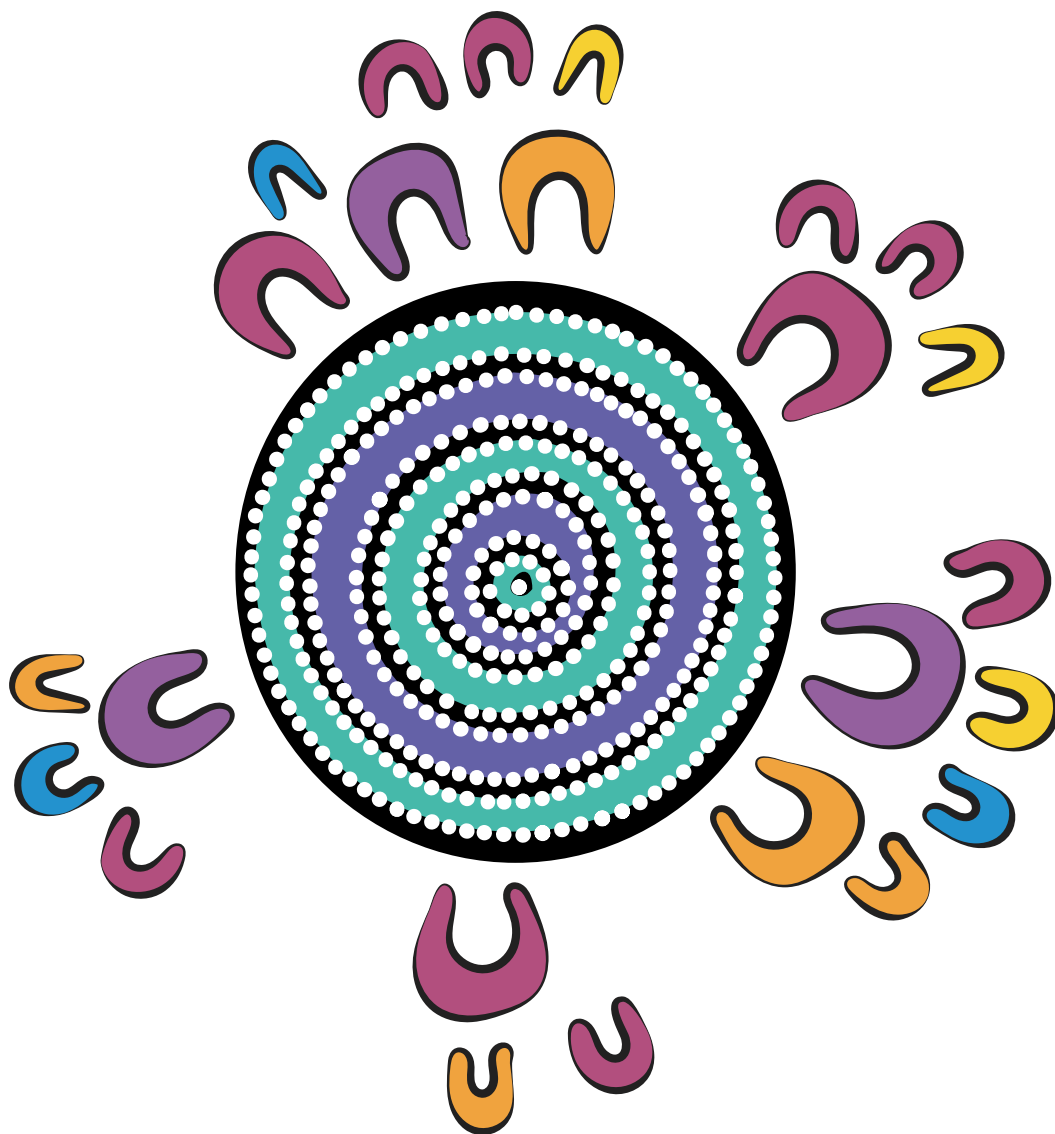
Our commitment to reconciliation will continue to be led by the highest levels of the organisation, to ensure long term sustainable and reciprocal outcomes for CALHN and the communities we serve.

This will result in outcomes that are mutually beneficial and inclusive of the four pillars of our Innovate Reconciliation Action Plan - Relationships, Respect, Governance and Opportunities.

The actions within these pillars will focus our efforts on:

- Acknowledgement and respect
- Increasing cultural capability and understanding
- Partnerships
- Workforce development
- Relationships and engagement
- Creating culturally safe, systems, spaces, and services with an emphasis on healing.





## RAP Implementation Working Group

While all CALHN staff are expected to champion and implement the actions within this RAP, a governance structure is in place to oversee implementation and foster support from across the organisation, with a RAP Implementation Working Group meeting quarterly.

RAP Executive Sponsor - Interim Executive Director Operational and Performance

Co-Chairs - Interim Executive Director Operational and Performance

Our RAP Implementation Working Group of 20 members includes five Aboriginal members.

- Interim Executive Director Operational and Performance
- **Kaurna Elder, Aboriginal consumer representative**
- **Reconciliation Action Plan Coordinator**
- **Senior Project Manager Aboriginal Strategy**
- Interim Executive Director Integrated Care and Partnerships
- Director Organisational Development and Workforce Strategy
- **Principal Aboriginal Workforce Consultant**
- Manager Operations Aboriginal Health
- Manager Health Promotion SA Dental
- ISS Key Account Manager
- Quality Safety and Accreditation Manager Breastscreen SA
- Director of Podiatry/Allied Health Lead
- CEO Celsus
- Nephrologist
- Director Communications and Public Relations
- **SA Pharmacy Aboriginal Health Lead**
- Senior Clinical Neuropsychologist
- Interim Nursing Lead Critical Care and Perioperative Services
- Nurse Educator
- Administrative Officer Social Work / Allied Health

■ **Represents Aboriginal members**

# Relationships



CALHN is committed to building strong, meaningful, reciprocal relationships and partnerships with Aboriginal and Torres Strait Islander people and communities by connecting people, sharing experiences to form a strong foundation for culturally inclusive, respectful, and responsive health care, to improve wellbeing and achieve health equity.

Action	Deliverables	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	1.1 Maintain and continue to work closely with local Aboriginal and Torres Strait Islander stakeholders and communities such as Aboriginal Health Council of SA and other Aboriginal and Torres Strait Islander organisations.	December 2023	Director, Aboriginal Health & Research Translation
	1.2 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2023, 2024	Director of Aboriginal Health & Research Translation
	1.3 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023, 2024	Director or Aboriginal Health & Research Translation
	1.4 Develop an engagement model that gives Aboriginal and Torres Strait Islander stakeholders the opportunity to co-design a set of principles that promote culture, holistic health and empowerment.	November 2023, 2024	Director or Aboriginal Health & Research Translation
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff and procurement partners, ensuring promotion through our intranet site, emails, and social media.	May 2023, 2024	Lead: Director Communications and Public Relations Support: RAP Coordinator
	2.2 Each CALHN site to host at least one NRW event annually and produce communications to share the event details.	May 2023, 2024	Lead: RAP Coordinator Support: RAP events Committee & Communications team
	2.3 Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	RAP Coordinator
	2.4 Deliver two joint NRW events with facility partners (Celsus and ISS) annually.	May 2023, 2024	Lead: RAP Coordinator Support: RAP Events Committee, and facility partners' Celsus and ISS
	2.5 Provide links to SA's NRW event calendar on the CALHN intranet.	May 2023, 2024	Lead: Director Communications and Public Relations Support: RAP Coordinator
	2.6 RAP Implementation Working group members to participate in an external NRW event.	May 2023, 2024	Lead: RAP Coordinator Support: RAP Events Committee
	2.7 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023, 2024	Lead: RAP Coordinator Support: RAP Events Committee
	2.8 Communicate and implement strategies for all staff to attend and participate in internal and external NRW activities, ensuring support from senior leadership/management is visible and participation is encouraged.	May 2023, 2024	Lead: RAP Coordinator Support: Director Communications and Public Relations
<b>3. Promote reconciliation through our sphere of influence.</b>	3.1 Communicate our commitment to reconciliation publicly and share our initiatives through sector-wide communications, social media channels.	May 2023, 2024	Lead: RAP Coordinator Support: Director Communications and Public Relations



Action	Deliverables	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>  Continued...	3.2 Share all Reconciliation events that occur throughout the year through sector wide communications and social media channels.	July 2023, 2024	Lead: Director Communications and Public Relations Support: RAP Coordinator
	3.3 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2023, 2024	Lead: RAP Coordinator Support: Director Communications and Public Relations
	3.4 Ensure partnership with Celsus and its collaborative contributions and commitment to delivering on RAP initiatives is highlighted in external communication channels and on the annual infographic.	June 2023, 2024	Lead: RAP Coordinator Support: Director Communications and Public Relations
	3.5 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May 2023, 2024	Lead: RAP Coordinator Support: Director Communications and Public Relations
	3.6 Develop an annual communications plan that: <ul style="list-style-type: none"> <li>promotes RAP actions and progress internally</li> <li>shares achievements externally/publicly.</li> </ul>	May 2023, 2024	Lead: Director Communications and Public Relations Support: RAP Coordinator
	3.7 Collaborate with other RAP organisations to develop innovate approaches to advance reconciliation which includes hosting one joint reconciliation forum annually to share experiences, knowledge and lessons learned.	May 2023, 2024	RAP Coordinator
	3.8 Include RAP within CALHN roadshows to increase visibility of RAP achievements and commitment.	May 2023, 2024 October 2023, 2024	Lead: Director Communications and Public Relations Support: RAP Coordinator
<b>4. Promote positive race relations through anti-racism strategies.</b>	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	May 2023	Principal Aboriginal Workforce Consultant
	4.2 Review, update and communicate an anti-discrimination policy for our organisation.	May 2023	Senior Project Manager, Aboriginal Strategy
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	May 2023	Senior Project Manager, Aboriginal Strategy
	4.4 Develop a toolkit of resources to communicate to staff the effects of racism on the health and wellbeing of Aboriginal and Torres Strait Islander patients, staff and communities and the wider health care system.	September 2023	Director, Organisational Development & Workforce Strategy
	4.5 Develop an internal strategic anti-racism campaign that outlines actions to support policy and enhance commitment.	June 2023, 2024	Lead: Director, Organisational Development & Workforce Strategy Support: RAP Coordinator, Senior Project Manager, Aboriginal Strategy, CALHN Executive Team, Program Delivery Managers, Director Communications and Public Relations, Diversity Inclusion Officer
	4.6 Raise awareness of positive race relations through the implementation of an anti-racism campaign that supports our current policy.	June 2023, 2024	Diversity Inclusion Officer
	4.7 Provide ongoing education and learning opportunities for staff on the effects of racism and responding to racism in the workplace.	August 2023	Diversity Inclusion Officer
	4.8 Promote participation in 'Responding to Racism in the Workplace' Program established by Reconciliation SA and ActNow Theatre.	August 2023	Diversity Inclusion Officer

# Respect



CALHN, Celsus and our partners recognise the significance of cultural traditions, beliefs, connection to Country and Kinship to the vitality and identity of Aboriginal and Torres Strait Islander peoples. We will strive to improve our cultural intelligence through collaborative learning with First Nations communities through incorporating protocols, language, knowledge, and perceptions into our clinical, corporate, and service provision daily operations and embrace the diversity among Aboriginal and Torres Strait Islander communities we work with.

Action	Deliverables	Timeline	Responsibility
<b>5. Increase staff understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	5.1 Continue to deliver on our four-phase 'Cultural Learning Strategy' across CALHN.	June 2023, 2024	Aboriginal Cultural Learning and Development Consultant
	5.2 Promote cultural learning opportunities that exist to staff within CALHN, Celsus, our partner organisations and stakeholders.	June 2023, 2024	Aboriginal Cultural Learning and Development Consultant
	5.3 Conduct a review of cultural learning needs within our organisation.	June 2023, 2024	Aboriginal Cultural Learning and Development Consultant
	5.4 Continue to consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the review and improvement of our 'Cultural Learning strategy' to ensure it is relevant and targeted to each site's needs.	June 2024	Aboriginal Cultural Learning and Development Consultant
	5.5 Co-design with Aboriginal and Torres Strait Islander communities a cultural immersion package, that identifies two opportunities annually for senior leadership to experience.	May 2023	Aboriginal Cultural Learning and Development Consultant
	5.6 Ensure Celsus and other partners are included in cultural learning opportunities through CALHN's 'Cultural Learning strategy'.	August 2023	Aboriginal Cultural Learning and Development Consultant
	5.7 Report to CALHN Executive on the annual progress, of the below stakeholders, in cultural learning opportunities using our baseline measures: <ul style="list-style-type: none"> <li>Executive Directors</li> <li>Senior managers of Aboriginal and Torres Strait Islander staff</li> <li>Reconciliation Committee</li> <li>HR Managers.</li> </ul>	July 2023, 2024	Director, Organisational Development and Workforce Strategy
	5.8 Increase awareness across CALHN of Aboriginal and Torres Strait Islander significant dates and places by engaging with Aboriginal and Torres Strait Islander staff to co-develop a calendar of significant dates and places across South Australia.	December 2023	Lead: RAP Coordinator Support: Director Communications and Public Relations
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	6.1 Audit digital and print communications to identify opportunities to implement Acknowledgement of Country and Traditional Owners.	May 2023	Director Communications and Public Relations
	6.2 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023, 2024	Director Communications and Public Relations

Action	Deliverables	Timeline	Responsibility
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b> <b>Continued...</b>	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2023, 2024 July 2023, 2024	RAP Coordinator
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2023	Aboriginal Cultural Learning and Development Consultant
	6.5 Audit meeting agenda resources on the intranet to ensure easy access to Acknowledgement of Country templates.	May 2023 January 2024	Director Communications and Public Relations
	6.6 Communicate protocols for including Acknowledgement of Country as a standing agenda item at meetings.	May 2023	Director Communications and Public Relations
	6.7 Continue to update and review our 'Cultural Protocols and Guidelines' document as required to remain accountable to community intellectual property and respectful to new discoveries with cultural knowledge.	May 2023	Aboriginal Cultural Learning and Development Consultant
	6.8 Ensure all new staff are informed of 'Cultural Protocols and Guidelines' document through induction – protocols will be accessed through Learning Central, and participation monitored via report.	May 2023 February 2024	Lead: Director, Organisational Development and Workforce Strategy Support: RAP Coordinator
	6.9 Engage Cultural service providers for face-to-face education of language and cultural protocols and have staff put them into practice at events of significance on the state Reconciliation calendar.	June 2023, 2024	Aboriginal Cultural Learning and development Consultant
	6.10 Develop a plan to visually create and display an Acknowledgement of Country in meeting areas at each CALHN and Celsus site.	May 2023	RAP Coordinator
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	7.1 Reconciliation Committee to participate in at least one NAIDOC Week event external to CALHN event.	July 2023, 2024	RAP Implementation Working Group
	7.2 Promote and encourage participation of all staff in at least one external NAIDOC event each year (virtual or live).	July 2023, 2024	RAP Coordinator Director Communications and Public Relations
	7.3 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week activities during work hours and continue to communicate the opportunity for staff to participate via CALHN internal bulletins.	May 2023, 2024	Director, Organisational Development and Workforce Strategy
	7.4 Provide support and resources to senior staff and leaders to publicly acknowledge, through social media and internal media platforms, NAIDOC Week, and commit to recognising the importance of this week.	June 2023, 2024	Director Communications and Public Relations
	7.5 Explore at least two opportunities to engage with the South Australian NAIDOC Week Committee, in their event and activity offerings during NAIDOC Week.	May 2023, 2024	RAP Coordinator



Action	Deliverables	Timeline	Responsibility
<b>8. Increase cultural visibility, safety, and appropriateness across CALHN sites for Aboriginal and Torres Strait Islander people.</b>	8.1 Engage local Aboriginal and Torres Strait Islander peoples in consultation through major capital redevelopments at all CALHN sites, and/ or the changes and introduction to service delivery to Aboriginal and Torres Strait Islander communities.	June 2023 January 2024	Senior Project Manager Redevelopment
	8.2 Consult and collaborate with Aboriginal Traditional Owners, community, and stakeholders to develop a plan to create culturally safe and appropriate physical environments at CALHN sites.	June 2023	Lead: Director, Aboriginal Health and Translation Support: Senior Project Manager Aboriginal Strategy
	8.3 In partnership with Aboriginal and Torres Strait Islander consumers and communities, explore the concept of dual site naming program at CALHN sites. - Two sites annually to be dual named in relation to their location. Celebrate the naming during weeks of significance throughout the year.	June 2023	RAP Coordinator
	8.4 Engage with Aboriginal and/or Torres Strait Islander artists to develop artworks on one CALHN infrastructure project per year.	June 2023, 2024	RAP Coordinator



# Opportunities



We are committed to increasing opportunities for Aboriginal and Torres Strait Islander peoples in CALHN. We acknowledge this is critical to provide equal participation and to ensure health services are more responsive, appropriate, and inclusive. With such diversity of the services we provide, we recognise there are many opportunities for meaningful employment, increasing supplier diversity and access to growth and development pathways.

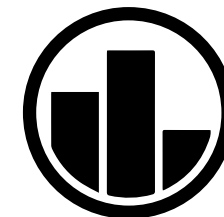
Action	Deliverables	Timeline	Responsibility
<b>9. Design and deliver culturally appropriate services for Aboriginal and Torres Strait Islander patients and consumers</b>	9.1 Work with Aboriginal and Torres Strait Islander consumers to co design a promotional package for First Nations patients that explores the social determinants of health and how they affect health and wellbeing of community.	December 2023	Senior Project Manager Aboriginal Strategy
	9.2 Develop a road map of support services to assist Aboriginal and Torres Strait Islander clients with navigating social services.	June 2023, 2024	Director, Aboriginal Health and Translation
	9.3 Support communities around increasing participation of Aboriginal and Torres Strait Islander peoples in CALHN's consumer partnering work. This work will include participation at all levels of the organisation.	June 2023, 2024	Senior Project Manager Aboriginal Strategy
	9.4 Work with Aboriginal and Torres Strait Islander consumers to share lived experience stories of CALHN patient care.	March 2023, 2024	Lead: Consumer Partnering and Community Engagement Consultant Support: RAP Coordinator
	9.5 Develop a tool to measure Aboriginal and Torres Strait Islander patient experiences over the span of the Innovate RAP.	December 2023	Senior Project Manager, Aboriginal Strategy
	9.6 CALHN staff to collaborate with Celsus, as well as all other service delivery partners, to build trust, provide opportunities that contribute to the improvement of services, promote the delivery of culturally safe services and maintain reciprocity.	May 2023, 2024	Director Operational Services Consumer Partnering & Community Engagement Consultant
	9.7 Implement the CALHN Aboriginal Health Framework and Action Plan 2022 to 2027 to provide a culturally responsive and accessible health service for Aboriginal and Torres Strait Islander people.	June 2023, 2024	Lead: Senior Project Manager, Aboriginal Strategy Support: Yaitya Marnintyarla Kangka Committee
<b>10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	10.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	Principal Aboriginal Workforce Consultant
	10.2 Continue to communicate the successes and lessons learned from the 'One CALHN, Many Pathways' program elements by recording and sharing student journeys.	June 2023, 2024	Principal Aboriginal Workforce Consultant
	10.3 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	June 2023, 2024	Principal Aboriginal Workforce Consultant
	10.4 Investigate a long-term program to support Aboriginal and Torres Strait Islander employees into management positions.	June 2024	Principal Aboriginal Workforce Consultant
	10.5 Ensure all First Nations staff have targeted professional development plans inclusive of mentoring and shadowing opportunities.	June 2024	Lead: Aboriginal Cultural Learning and Development Consultant Support: Principal Aboriginal Workforce Consultant



Action	Deliverables	Timeline	Responsibility
<b>10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>  <b>Continued...</b>	10.6 Investigate the opportunity for cultural supervision and mentoring for Aboriginal and Torres Strait Islander employees.	June 2023, 2024	Principal Aboriginal Workforce Consultant
	10.7 Investigate networking opportunities for First Nations employees to connect with First Nations colleagues in other LHNs.	January 2024	Lead: Principal Aboriginal Workforce Consultant Support: Aboriginal Cultural Learning and Development Consultant
	10.8 Develop a regular forum to engage with Aboriginal and Torres Strait Islander staff to consult on: - recruitment, retention, and professional development strategies - review of Aboriginal Impact content to design career pathway roadmaps.	October 2023, 2024	Principal Aboriginal Workforce Consultant
	10.9 Develop a wellbeing program for Aboriginal and Torres Strait Islander staff to support cultural safety and promote valued identity.	May 2023	Principal Aboriginal Workforce Consultant
	10.10 Review and update the Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	June 2024	Principal Aboriginal Workforce Consultant
	10.11 Continue to share and support the focus areas and importance of Ngadluku kuma pirrkutidli (We are all part of the story), in our Aboriginal Employment and Retention Strategy.	June 2023, 2024	Principal Aboriginal Workforce Consultant
	10.12 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2023, 2024	Principal Aboriginal Workforce Consultant
	10.13 Develop a plan to increase the Aboriginal and Torres Strait Islander Health Practitioner role across services to increase the scope and reach of services to the Aboriginal and Torres Strait Islander communities.	June 2023, 2024	Director, Aboriginal Health and Translation
	10.14 As outlined in the 'Aboriginal Employment and Retention Strategy' increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to 4% through targeted recruitment processes, pathways, and entry points.	June 2024	Principal Aboriginal Workforce Consultant
<b>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	11.1 Review and update procurement practices to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023, 2024	General Manager, Procurement
	11.2 Develop and implement procurement strategies in partnership with key Aboriginal and Torres Strait Islander stakeholders, which are inclusive of: - setting targets for procuring goods and services from Aboriginal and Torres Strait Islander owned businesses/organisations - developing an internal register for Aboriginal and Torres Strait Islander businesses.	June 2023, 2024	General Manager, Procurement
	11.3 Maintain commercial relationships with 2 Aboriginal and/or Torres Strait Islander businesses annually, in line with the SA Governments Aboriginal and Torres Strait Islander Business Procurement Policy.	June 2023, 2024	General Manager, Procurement
	11.4 Investigate Supply Nation membership and/or access to the South Australian Government Aboriginal Business Register with the Industry Advocate.	May 2023, 2024	General Manager, Procurement
	11.5 Promote procurement of Aboriginal business services with partners, stakeholders, and network members.	May 2023, 2024	General Manager, Procurement
	11.6 Reinforce protocols to staff for respectful engagement when procuring Aboriginal service providers, highlighting the importance of a relationship-based approach over transactional focused approaches, including the addition of a social inclusion clause to our procurement systems.	May 2023, 2024 September 2023, 2024	General Manager, Procurement

# Governance

To advance reconciliation through good cultural, strategic, and clinical governance, we will be transparent with our progress and outcomes, display integrity in our decision making and be accountable to our community.



Action	Deliverables	Timeline	Responsibility
<b>12. Establish and maintain an effective CALHN Reconciliation Implementation Working Group to drive governance of the implementation of our RAP.</b>	12.1. Maintain Aboriginal and Torres Strait Islander representation on the RAP Implementation Working Group.	May, June, September, December 2023, 2024	Chair RAP Implementation Working group
	12.2. Ensure that Terms of Reference require an Aboriginal and Torres Strait Islander person with cultural authority to be present at each meeting.	May 2023	Chair RAP Implementation Working group
	12.3 Review and apply a Term of Reference for the RAP Implementation Working Group.	May 2023	Chair RAP Implementation Working group
	12.4 RAP Implementation Working Group meet at least four times per year to drive and monitor RAP implementation.	May, June, September, December 2023, 2024	Chair RAP Implementation Working group
	12.5 Ensure partners continue to be represented on the RAP Implementation Working Group, including key partner Celsus.	August 2023	Chair RAP Implementation Working group
<b>13. Provide appropriate support for effective implementation of RAP commitments.</b>	13.1 Define and embed resource needs for RAP implementation and increase annually in alignment with progress to next RAP growth stages.	December 2023, 2024	Chair RAP Implementation Working group
	13.2 Ensure RAP events committee continues to meet monthly and is appropriately resourced.	June 2023, 2024	RAP Coordinator
	13.3 CALHN RAP infographic to be updated bi-annually to visually display RAP achievements and progression.	June 2023, 2024 December 2023, 2024	Director Communications and Public Relations
	13.4 Engage our senior leaders and other staff in the delivery of RAP Commitments.	May 2023, 2024	RAP Coordinator
	13.5 Define and maintain appropriate systems to track, measure and report on RAP Commitments.	June 2023, 2024, 2025	Chair RAP Implementation Working group
	13.6 Include RAP as standing agenda item at board meetings annually.	2023 & 2024	Director OCEO
	13.7 Include RAP as standing agenda item on Yaiya Marnintyarla Kangka Committee.	2023 & 2024	Senior Project Manager, Aboriginal Strategy
	13.8 Maintain an internal RAP Champion from senior management.	June 2023, 2024, 2025	Chair RAP Implementation Working Group

Action	Deliverables	Timeline	Responsibility
<b>14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	14.1 Publicly report our RAP achievements, challenges, and learnings annually.	October 2023, 2024	Lead: RAP Coordinator Support: Director Communications and Public Relations
	14.2 Report RAP progress to all staff and senior leaders quarterly.	May 2023, 2024 June 2023, 2024 September 2023, 2024 December 2023, 2024	RAP Coordinator
	14.3 Continue to build on internal RAP survey questionnaire to maintain an honest baseline for RAP education with CALHN staff.	July 2023	RAP Coordinator
	14.4 RAP Implementation working group to host forum annually to highlight challenges and lessons learned from RAP progress and identify opportunities for more effective implementation for the coming year.	October 2023, 2024	Lead: RAP Coordinator Support: RAP Implementation Working Group
	14.5 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 2023, 2024	RAP Coordinator
	14.6 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023, 2024	RAP Coordinator
	14.7 Participate in the RAP Impact Measurement Questionnaire annually and maintain records on the intranet, to be open and transparent about CALHN reporting.	September 2023, 2024	RAP Coordinator
	14.8 Investigate our participation in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Coordinator
	14.9 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2025	RAP Coordinator
<b>15. Continue our reconciliation journey by developing our next RAP and ensure it is inclusive of Aboriginal and Torres Strait Islander voices.</b>	15.1 Register via Reconciliation Australia's website to begin developing our next RAP.	September 2024	RAP Coordinator
	15.2 Build a community engagement plan for the development of our next RAP that aligns with the principles of respectful, effective engagement with Aboriginal and Torres Strait Islander communities/stakeholders/people.	June 2024	Lead: Senior Project Manager, Aboriginal Strategy Support: Consumer Partnering and Community Engagement Consultant

## Honouring Indigenous intellectual property

CALHN has permission to include the images and quotes of Aboriginal consumers and staff featured in this document.

Over time Aboriginal Peoples should be aware that this publication may contain images and names of deceased persons in photographs or printed material.

We acknowledge and extend our gratitude to Kurna Warra Karrpanthi for providing language advice and translation.

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***“Ngadluku Kuma Pirrkutidli”***  
**We are all part of the story.**



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