



Innovate Reconciliation Action Plan

June 2024 - June 2026



Echuca Regional Health



RECONCILIATION
ACTION PLAN

INNOVATE

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Acknowledgement of country

Echuca Regional Health acknowledges the Yorta Yorta people, the Traditional Owners on whose land we live and work, their rich culture and spiritual connection to country. We pay our respects to Elders past, present and emerging. We celebrate their living culture and unique role in the life of our catchment.



Our Artwork

Dunguludja Yenbena (Strong Aboriginal People)

The artwork is a depiction of our beautiful Yorta Yorta people and country. It represents community being strongly connected to our lands and water ways and teaching all community people how to properly care for country and embrace the oldest living culture in the world. Representing strong identities, guidance and deep listening.

Symbols and elements

The middle element represents our mighty Dhungala (Murray River). The Murray River is our dreaming, connection to culture, life source of our people and continues to sustain us.

The long neck turtles represent the Yorta Yorta people's totem.

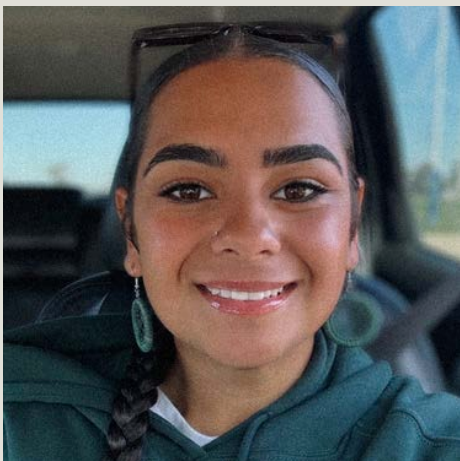
The women standing at the front down below represent our matriarchs of the Yorta Yorta Nation. Signifying their knowledge, wisdom and resilience.

The footprints you see are a representation of community people walking the path together to each gathering circle.

Gum leaves represent the cleansing of the land and spirits.



Echuca Regional Health is extremely proud of our 'Dunguludja Yenbena' artwork crafted by talented artist, Alkina Edwards.



'My name is Alkina Edwards. Born in Bairnsdale, Gunai Kurnai country, from the Echuca community, Yorta Yorta country. I have lived in Echuca my whole life and have just recently moved to the Shepparton area.

From my mother's side I am a proud Yorta Yorta, Wemba Wemba, Mutti Mutti, Wiradjuri woman. From my father's side I am a proud Bundjalung, Wakka Wakka, Jinibara woman. I come from many strong bloodlines and connections which I am so proud to know and be connected to.'



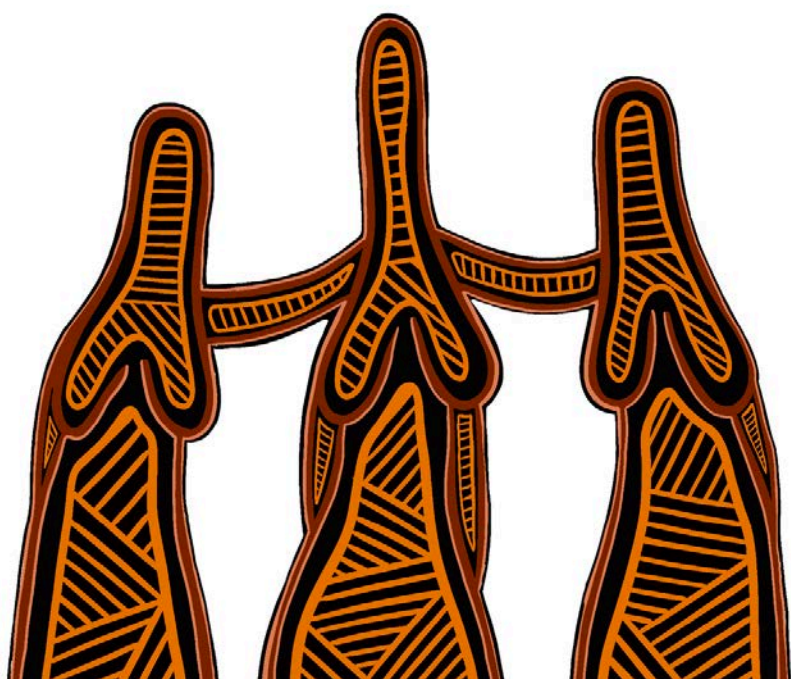
A statement from our CEO and Board Chair

Echuca Regional Health is on a journey, walking forward together with Aboriginal and Torres Strait Islander People. We respect the rich diversity of Aboriginal and Torres Strait Islander cultures, histories and the deep spiritual connection to Country.

Echuca Regional Health acknowledges the shared cultural history of our country including the wrongs of the past and will honour that history with truth telling and sharing in the grief experienced to move forward. We are committed to embedding systemic change to ensure equity and equality for Aboriginal and Torres Strait Islander People.

Echuca Regional Health is on a reconciliation journey of learning and unlearning, building understanding and holding accountability for the ongoing impacts of colonisation. Echuca Regional Health has undertaken a co-design process to develop a baseline understanding of the cultural safety of the organisation and is committed to supporting the individual journey that all staff will take in reflecting upon one's own beliefs, values and behaviours that impact upon the safety of others. Importantly, efforts aim to mitigate the risk of racism and discrimination.

Our vision for reconciliation is honouring and supporting the oldest living cultures and bringing unity to all within the healthcare environment, through collaboration, traditional teachings, respect and understanding. Echuca Regional Health is also committed to strengthening existing and building new relationships to improve opportunities for Aboriginal and Torres Strait Islander Peoples, including our staff. Echuca Regional Health will endeavour to create shared cultural belonging through choice, equality and equity, enabling everyone to have a spiritual connection to Country, so that we may walk together as one.





A statement from Reconciliation Australia

Reconciliation Australia commends Echuca Regional Health on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Echuca Regional Health to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Echuca Regional Health will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Echuca Regional Health is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Echuca Regional Health's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

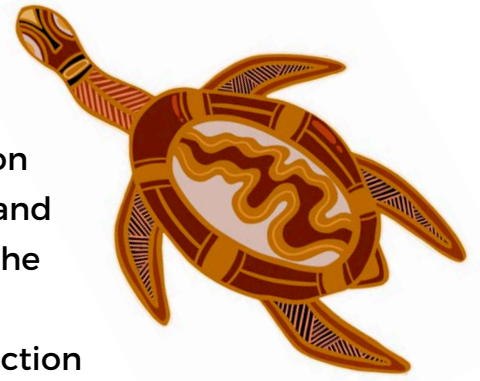
Congratulations Echuca Regional Health on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for Reconciliation

Echuca Regional Health demonstrates that we are 'still on Country here,' walking together through deep listening and understanding. Echuca Regional Health acknowledges the rich diversity of cultures and histories among Aboriginal and Torres Strait Islander people and the spiritual connection to Country, through honouring the journey of truth telling and the learning and unlearning, of the systemic and structural barriers that have impacted their lives.



Our vision for reconciliation is honouring and supporting the oldest living cultures and bringing unity to all within the healthcare environment, creating an everlasting footprint through the collaboration of traditional teachings, mutual respect and understanding.

Echuca Regional Health is committed to strengthening existing and building new relationships with Aboriginal and Torres Strait Islander Community members to improve opportunities for First Nations Peoples, including our staff. Echuca Regional Health will endeavour to create a shared cultural sense of belonging through choice, equality and equity, enabling everyone to have a spiritual connection to Country, so that we may walk together as one.





Our business

Echuca Regional Health services largely the Shire of Campaspe, the Traditional Lands of the Dja Dja Wurrung, Taungurung and Yorta Yorta people, which encompasses an area of 4,519 square kilometres, and the cross-border Murray River Council, the traditional lands of the Yorta Yorta people with an area of 17,416 square kilometres. Moreover, care provision extends well into the Gannawarra, Moira and Deniliquin Local Government Areas (LGAs), including therefore, an additional Traditional Owner group, in the Baraba Baraba people.

Campaspe Shire is located in Victoria's Loddon Mallee Region, 180km north of Melbourne and is a predominantly rural area covering 4,518 square kilometres with a population of 37,919. It has significant residential areas in the townships of Echuca and Kyabram. Smaller townships include Gunbower, Lockington, Rochester, Rushworth, Stanhope and Tongala.

Murray River Council is located along the southern border of New South Wales, with an estimated population of 12,780 with approximately 53% of the population residing in Moama. Major townships and small settlements in Murray River Council include Moama, Barham, Mathoura, Moulamein and Wakool amongst others. Echuca Moama and townships are located directly across the state border from one another, separated by the Murray River.

Echuca Regional Health provides a comprehensive range of acute, medical, surgical and sub-acute services plus residential aged care and a broad range of community healthcare services. The health service has a workforce base of 977 representing 603 equivalent full-time employees. Echuca Regional Health currently employs three designated Aboriginal Health Liaison Officers (AHLOs) and will commit to working within this RAP to determine culturally appropriate ways to gain current accurate information regarding the number of Aboriginal and Torres Strait Islander staff. Our ongoing commitment to the employment of Aboriginal and Torres Strait Islander people is supported by our Aboriginal Employment Plan 2024 - 2027.



Our Reconciliation Action Plan

Echuca Regional Health is on a Reconciliation journey of learning and unlearning, building understanding and holding accountability for the ongoing impacts of colonisation, working towards improving cultural safety for First Nations peoples. Echuca Regional Health has undertaken a co-design process to develop a baseline understanding of the cultural safety of the organisation and in accordance with the Victorian State Government Aboriginal and Torres Strait Islander Cultural Safety Framework is committed to the ongoing workforce assessment and development of the individual journey that all staff take in reflecting upon one's own beliefs, values and behaviours that impact upon the safety of others. Importantly, efforts aim to mitigate the risk of racism and discrimination.

Learnings from the co-design process have guided strategies embedded within the Reconciliation Action Plan and Echuca Regional Health will work towards strengthening relationships with Aboriginal and Torres Strait Islander Communities and seek guidance that will enable self-determination and improve First Nation Peoples health and wellbeing.

There is an agreed need to educate staff to ensure we build understanding, empathy and compassion through testing assumptions, beliefs and values that will lead to an improvement in the experience of Aboriginal and Torres Strait Islander people who work within and seek services at Echuca Regional Health. We have a role to play in ensuring that reconciliation is everyone's business, and this plan illustrates our intentions.

Echuca Regional Health's Reconciliation Action Plan is championed by the Chief Executive Officer as Chair of the Reconciliation Action Plan Working Group and led by the Executive Director of Community Services and Population Health Manager who are the nominated Reconciliation Action Plan Champions. Additional Reconciliation Action Plan Working Group members include the Executive Director of People and Culture, a Board Director and key representative staff from across the organisation, including all three Aboriginal Health Liaison Officers (whom all identify as Aboriginal people) and their direct line Manager of the Wellbeing Primary Mental Health Department. Additional members include, the Director of Emergency Medicine, Nurse Unit Manager of Maternity and one other Aboriginal and Torres Strait Islander employee. In addition, membership includes one Aboriginal and Torres Strait Islander community member as a consumer representative.





Our Reconciliation journey so far

Echuca Regional Health's Reconciliation journey started in 2019 with the development of our first plan for reconciliation driven by Echuca Regional Health's Aboriginal Health Advisory Committee (a committee that no longer functions, due to the redevelopment of engagement strategies).

Actions from a 2019-2022 plan for reconciliation at our organisation has seen the following key achievements embedded at Echuca Regional Health;

- Increased engagement with Viney Morgan Medical Centre with the implementation of monthly visits with the CEO and Practice Manager;
- Increased engagement with Njernda Aboriginal Corporation through the Aboriginal Health Partnership Group;
- Memorandum(s) of Understanding – re-signed with both local ACCHOs (Njernda Aboriginal Corporation and Cummeragunja Housing and Development Aboriginal Corporation (CHADAC));
- Participation in annual National Aboriginal and Islanders Observance Committee (NAIDOC) events;
- Echuca Regional Health NAIDOC events held in 2020, 2021, 2022 and 2023;
- Participation in annual National Reconciliation Action Week events;
- Echuca Regional Health celebrations for National Reconciliation Action Week conducted in 2020, 2021, 2022 and 2023;
- Raising of the Torres Strait Islander flag at the front of the health service;
- Echuca Regional Health held the Aunty Vera Cooper artwork plaque unveiling;
- Development of a staff Yorta Yorta badge to wear as part of uniform;
- Echuca Regional Health online orientation package developed and includes Welcome to Country and information on Aboriginal Health Liaison Officer services, supporting our First Nations Community, and "Asking the question;"
- Aboriginal Health Liaison Officer attends Echuca Regional Health staff orientation session to deliver education to new employees;



Our Reconciliation Journey So Far

- An internal Echuca Regional Health suite of First Nation branded collateral has been developed to assist in multiple areas across the service, i.e. invoicing, services brochure, Aboriginal Health Liaison Officer information, patient file identification;
- In 2019-20 Echuca Regional Health re-introduced Secondary School Work Experience programs in partnership with four local Secondary Schools. Each week the sessions prioritised 2 places for local Aboriginal and Torres Strait Islander students to work areas/departments of their choice;
- In 2020 an Aboriginal and Torres Strait Islander trainee was appointed to the Education team under an administration traineeship studying Certificate IV in Leadership and Management;
- Traditional Owners Acknowledgement plaques placed at all entrances to the health service;
- Increased focus on cultural safety through improved systems for asking consumers if they identify as Aboriginal and/or Torres Strait Islander;
- Echuca Regional Health Executive and Board Directors participated in Victorian Aboriginal Community Controlled Health Organisation (VACCHO) Cultural Awareness Training;
- Mandatory participation for staff in 'Share our Pride' eLearning;
- Aboriginal traineeship position appointed at headspace Echuca;
- Participation in 2022 Women's Health Day on country at Cummeragunja;
- Commencement of the Possum Skin Project;
- Commencement of Birth Registry Project in partnership with Njernda;
- Ongoing support and partnership provided to Njernda's Aboriginal Best Start Program;
- Improved data monitoring of Aboriginal health indicators, including, though not limited to, patients that leave against medical advice, or leave the emergency department without being seen and systems to respond;
- Improved access for Aboriginal pregnant women and children to oral healthcare through the research projects focusing on both pregnant women and Towards Zero, aiming to mitigate the development of dental caries in children;
- Implementation of regional Aboriginal workforce network meetings upon the commencement the Loddon Mallee Health Network (LMHN) Aboriginal Cultural Advisor position;
- LMHN partnership with La Trobe University commenced to develop the Aboriginal workforce across the region;
- Completion of Mangan Dunguludja Ngatan (Build Strong Employment) Research Project that was published in an international peer reviewed journal and disseminated broadly at multiple conferences and research symposiums;
- Unveiling of a plaque acknowledging the contribution of the Aboriginal Health Liaison Officers that have historically worked at Echuca Regional Health;
- Update to meeting agendas to include a standardised approach to Acknowledgement of Country;
- Annual development of an Aboriginal Cultural Safety Plan;
- Completion of the Aboriginal and Torres Strait Islander Cultural Safety Co-Design Project.





Relationships

Echuca Regional Health is committed to strengthening and building culturally respectful relationships within Aboriginal and Torres Strait Islander communities and partner organisations to achieve positive health outcomes for community. These relationships are built on mutual respect and connection and forge a culturally safe environment where Aboriginal and Torres Strait Islander patients and families are equal partners in their care.

1. Establish and maintain mutually beneficial 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. 	July 2024	Chief Executive Officer, Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	October 2024	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Facilitate Aboriginal and Torres Strait Islander volunteers, based with the Aboriginal Health Liaison team. 	December 2024	Executive Director of People and Culture and Population Health Manager
	<ul style="list-style-type: none"> Encourage and support staff and leadership to attend local Aboriginal and Torres Strait Islander events e.g. Dhamya Day and Welcome Baby to Country. 	June 2026	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Facilitate staff and Aboriginal and Torres Strait Islander cadetship experience swap days between ERH and Njemda Medical as well as ERH and Viney Morgan AMS to build trust, visibility and relationships in community. 	June 2025	Population Health Manager and Director of Education
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2024, 2025, 2026	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June, 2024, 2025 and 2026	Chief Executive Officer and Executive Director of Community Services

	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May-3 June, 2024, 2025, 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May-3 June, 2024, 2025 and 2026	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2025 and 2026	Executive Director of Community Services and Population Health Manager
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	December 2024	Executive Director of Community Services, Population Health Manager and Director of Education
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	June 2024	Chief Executive Officer and Executive Director of Community Services
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	June 2026	Chief Executive Officer, Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	June 2026	Executive Director of Community Services and Population Health Manager

3. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2024	Executive Director of People and Culture and Population Health Manager
	<ul style="list-style-type: none"> Review, re-develop, implement, and communicate an anti-discrimination policy for our organisation. 	December 2025	Executive Director of People and Culture and Population Health Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	June 2025	Executive Director of People and Culture and RAP Champions
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	June 2025	Executive Director of People and Culture
	<ul style="list-style-type: none"> Embed AHLO peer practitioner, secondary consultation and mentoring as part of clinician reflective practice and development in becoming a culturally safe health service for Community, in accordance with the organisational Cultural Safety Plan. 	June 2024	Wellbeing Primary Mental Health Manager
4. Demonstrate that community are 'Still on Country' at Echuca Regional Health by building the Cultural Safety of the physical environment across the organisation.	<ul style="list-style-type: none"> Embed physical environment improvements in the Emergency Department waiting areas and consult bays to include murals, artwork or photos of Country. 	December 2024	Director of Emergency Medicine and Population Health Manager
	<ul style="list-style-type: none"> Develop glass frosting for all glass front doors, entrances and hallways that includes the song line incorporated within the ERH RAP artwork and Yorta Yorta language for 'welcome' and/or 'meeting place' 	December 2024	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Update the ERH timeline in the main foyer to include and acknowledge the significant contributions made by Aboriginal and Torres Islander community to the health service. 	June 2025	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Undertake updates to the 'Malka Room' and garden to include photos, local artwork, artefacts and 	December 2024	Executive Director of Community



Respect

Echuca Regional Health values the shared cultural history of our country and acknowledges the wrongs of the past. We hold a shared vision for the future with First Nations people and will honour that history with truth searching, truth telling and sharing in the grief experienced to move forward and walk as one. We are committed to embedding systemic change to understand, learn and ensure equity and equality for the oldest living culture in the world

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none">Conduct a review of cultural learning needs within our organisation. (This will be informed by the cultural safety co-design findings)	September 2024	Executive Director of People and Culture, Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none">Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	September 2024	Executive Director of People and Culture and Population Health Manager
	<ul style="list-style-type: none">Develop, implement, and communicate a cultural learning strategy document for our staff. This will include yarning in the Malka room, cultural immersion experiences, face to face cultural learning as informed by the co-design process.	June 2025	Executive Director of People and Culture and Population Health Manager
	<ul style="list-style-type: none">Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2026	Executive Director of People and Culture and Population Health Manager
	<ul style="list-style-type: none">Make available Reconciliation Australia's 'Share Our Pride' online resource to all staff and volunteers.	July 2024	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none">Develop and implement a comprehensive cultural awareness and competency training program tailored for a range of audiences and delivered via several sources from within the community	December 2024	Director of Education and Population Health Manager

7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> • Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	June 2025	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> • Update, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	December 2024	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	December 2024	Chief Executive Officer, Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	December 2024	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> • Develop an email signature Acknowledgement of Country with flags and ensure this is compulsory for all staff by building into the acknowledgement policy. 	December 2024	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> • Develop a pop-up Acknowledgement of Country which includes the Yorta Yorta turtle on the ERH website. 	December 2024	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> • Invite a local Traditional Owner or Custodian to name consult and meeting rooms and bathrooms in Yorta Yorta language. 	December 2025	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> • Invite local Traditional Owners or Custodians to advise on a dual 	December 2024	Chief Executive Officer

8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2024 and 2025	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2024	Executive Director of People and Culture
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July, 2024 and 2025	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Facilitate NAIDOC week co-ordination with partner organisations to avoid event clashes and ensure representation is greater between partners. 	June 2024 and 2025	Executive Director of Community Services





Opportunities

Echuca Regional Health is fostering a culture that supports First Nations employment, development and retention and forging strengthened relationships with First Nations partners to support procurement opportunities from local community.

On the journey we are walking on together we want to create opportunities for First Nations people. We believe that by increasing the employment opportunities and having an Aboriginal and Torres Strait Islander workforce treating and working with patients we will create a more culturally safe health service.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none">Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	Executive Director of People and Culture
	<ul style="list-style-type: none">Engage with Aboriginal and/or Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2024	Executive Director of People and Culture and Population Health Manager
	<ul style="list-style-type: none">Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy with the Aboriginal Employment Plan.	June 2025	Executive Director of People and Culture and Population Health Manager
	<ul style="list-style-type: none">Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025	Executive Director of People and Culture
	<ul style="list-style-type: none">Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2025	Executive Director of People and Culture
	<ul style="list-style-type: none">Develop Aboriginal and Torres Strait Islander Nursing and Allied Health Cadetship frameworks and advertise and promote these opportunities to community.	November 2024 and 2025	Executive Director of People and Culture
	<ul style="list-style-type: none">Host Echuca Regional Health stall at careers days, promoting First Nations employment and training opportunities, including the Aboriginal and Torres Strait Islander Cadetships offered at ERH.	December 2024 and 2025	Executive Director of People and Culture
	<ul style="list-style-type: none">Increase the volunteer base by recruiting Aboriginal and Torres Strait Islander volunteers to increase the presence of First Nations people in areas around the health service such as emergency and post-surgery to increase cultural safety.	December 2024	Executive Director of Community Services and Population Health Manager

	<ul style="list-style-type: none"> • Increase the Aboriginal Health Liaison Officer workforce recruiting to 'men's business' and wellbeing roles. 	December 2024	Executive Director of Community Services
	<ul style="list-style-type: none"> • Explore and advocate for the option of employing an Aboriginal and/or Torres Strait Islander transition officer/community liaison to build relationships with community and other organisations, have a community presence and support safe discharges. 	June 2024	Executive Director of Community Services
	<ul style="list-style-type: none"> • Develop a model for First Nations community member advisory positions. To be paid positions for consultation. 	June 2025	RAP Champions
	<ul style="list-style-type: none"> • Increase the number of First Nations trainees from nil to at least two across the health service in roles where traineeships can be offered. 	June 2026	Executive Director of People and Culture
	<ul style="list-style-type: none"> • Develop and support an internal peer support, peer mentoring model for First Nations employees at ERH 	December 2025	Executive Director of People and Culture and Population Health Manager
	<ul style="list-style-type: none"> • Establish and provide an external cultural supervision and mentoring model for First Nations employees 	June 2025	Executive Director of Community Services
	<ul style="list-style-type: none"> • Review recruitment processes and information to align with Aboriginal and Torres Strait Islander needs and expectations (language, branding, processes, support) 	June 2025	Executive Director of People and Culture
	<ul style="list-style-type: none"> • In partnership with local community and Universities; build pathways from secondary school through to higher Education as Aboriginal and Torres Strait Islander specified places that are quarantined as such. 	June 2026	Executive Director of People and Culture
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	December 2025	Executive Director of Community Services and Population Health Manager

<ul style="list-style-type: none"> Investigate Supply Nation membership. 	December 2024	Executive Director of Community Services and Population Health Manager
<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	December 2025	Executive Director of Community Services and Population Health Manager
<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2025	Executive Director of Community Services and Population Health Manager
<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and Torres Strait Islander businesses. 	December 2025	Executive Director of Community Services and Population Health Manager



Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	June 2025 and 2026	Executive Director of Community Services
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	November 2024 and 2025	Executive Director of Community Services
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	September, December 2024 March, June September, December 2025 March, June 2026	Executive Director of Community Services
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	August 2024	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	December 2025	Executive Director of Community Services
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	December 2025	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	June 2025	Chief Executive Officer
13. 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 annually	Population Health Manager
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August annually	Population Health Manager
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September annually	Population Health Manager

	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	June, September, December and March 2024, 2025, 2026	Executive Director of Community Services
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	June 2025 and 2026	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2024	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	June 2026	Population Health Manager
14. Build understanding, accountability and transparency for action pertaining to Aboriginal and Torres Strait Islander engagement, cultural safety and awareness.	<ul style="list-style-type: none"> Develop and embed a system for capturing Aboriginal and Torres Strait Islander engagement, cultural safety improvement and education and training. 	December 2024	Executive Director of Community Services and Population Health Manager
	<ul style="list-style-type: none"> Embed the Aboriginal and Torres Strait Islander Cultural Safety Framework – Cultural safety continuum reflective tool in staff annual performance development reviews. 	June 2026	Executive Director of People and Culture
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	January 2026	Population Health Manager





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