

AUSTRALIAN COMMISSION  
ON SAFETY AND QUALITY IN HEALTH CARE

# Reflect Reconciliation Action Plan

AUGUST 2022 – AUGUST 2023



RECONCILIATION  
ACTION PLAN





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## Acknowledgement of Country

The Australian Commission on Safety and Quality in Health Care acknowledges the Traditional Owners, the Gadigal people of the Eora Nation on whose land the Commission's office is located, and the lands across Australia where those we partner with work. The Commission pays our deep respect to Aboriginal and Torres Strait Islander Elders past, present and emerging.

## Sorry statement

The Australian Commission on Safety and Quality in Health Care acknowledges the mistreatment, dislocation and hurt caused to those who were Stolen Generations. The Commission is sorry for the part that the health care system has played in facilitating and perpetrating these injustices of the past. The Commission is committed to working in partnership with Aboriginal and Torres Strait Islander peoples and the health system to ensure this does not ever happen again.



# Foreword by Acting CEO, Chris Leahy

**It is my pleasure to present to you the Australian Commission on Safety and Quality in Health Care's (the Commission) inaugural Reflect Reconciliation Action Plan (Reflect RAP) outlining some of the steps that the Commission will be taking on a journey towards reconciliation and to improve the safety and quality of health care for Aboriginal and Torres Strait Islander peoples.**

For more than 60,000 years, Aboriginal and Torres Strait Islander peoples practised traditional medicine. Aboriginal and Torres Strait Islander peoples have a holistic worldview of healthcare that extends beyond the individual and disease or the absence of disease. It considers spirituality, connection to family, interconnectedness with Country and the health and wellbeing of the community as a whole rather than the biomedical focused model of disease which is most often seen in Western medicine. Aboriginal and Torres Strait Islander peoples have a sacred connection to Country and generations of expert knowledge held by healers that prevented illness and alleviated sickness or injury.

The impact of colonisation means that Aboriginal and Torres Strait Islander peoples have experienced a more recent history of marginalisation, discrimination, racism, poorer outcomes and harm within the health care system due to displacement and disconnection from families, communities, Country, and spirituality.

Learning from and partnering with Aboriginal and Torres Strait Islander people and communities offers an opportunity to redefine the concept of health and wellbeing, focusing on not just the individual, but their connections and what matters most to them, their communities, lands, health, and their wellbeing. Listening, learning, and gaining a better understanding of how the health care system can be redesigned to achieve excellent outcomes for Aboriginal and Torres Strait Islander peoples will also have substantial benefits for all other Australians as it recognises the importance of other factors that support and enable people to be healthy.

The Commission has a prominent and important role in engaging and partnering with Aboriginal and Torres Strait Islander peoples and communities to develop and design a health care system that stops history from repeating itself, and actively seeks to deliver care with and for Aboriginal and Torres Strait Islander peoples. The Commission is well positioned to directly influence the health system and recognises health care services as a significant influential anchor among communities, presenting an opportunity to influence multi-sectoral change. Listening to and understanding Aboriginal and Torres Strait Islander communities will strengthen the Commission's approach to improving the safety and quality of care.

I want to thank the Commission's Aboriginal and Torres Strait Islander Health Advisory Group (the Advisory Group) who are an integral part of the Commission, with the group helping to identify priorities and providing support and advice across a range of projects and work plans including this Reflect RAP. The actions identified within this Reflect RAP will support the Commission to facilitate national projects under the guidance of the Advisory Group.

The development of this Reflect RAP has demonstrated the extraordinary enthusiasm from across the Commission to build the skills, knowledge and connections needed within the Commission to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples. Almost all staff have actively participated in its development.

The Commission established an internal working group in early 2021 and membership of this group had more than doubled by the end of the year to include almost 20 percent of the workforce. The internal working group is supporting the Commission to share information, networks and resources for projects aimed at improving the safety and quality of Aboriginal and Torres Strait Islander health care, and to enhance cultural safety and competency among the Commission's workforce. This working group will act as the Reconciliation Working Group (RWG) within the Commission. During 2022, the Commission is excited to welcome its first graduate from the Australian Public Service Indigenous Pathways Graduate Program and appreciates the valuable opportunity this presents for our future reconciliation journey.

The Commission is in the early stages of our reconciliation journey but significant changes have already been seen across the health system as a result of the Commission's commitment to improving Aboriginal and Torres Strait Islander health. This Reflect RAP is an essential next step to affirm the Commission's commitment to reconciliation and improving health and wellbeing outcomes with and for Aboriginal and Torres Strait Islander peoples in the future.



# Message from Reconciliation Australia's CEO Ms Karen Mundine

## Reconciliation Australia welcomes the Australian Commission on Safety and Quality in Health Care to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Australian Commission on Safety and Quality in Health Care joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the Australian Commission on Safety and Quality in Health Care to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations the Australian Commission on Safety and Quality in Health Care, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

“These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.”





# About the artwork, artist and designer – Kylie Hill

**Kylie is a proud Aboriginal woman from the Kalkadoon and Waanyi from far North Qld at Mount Isa. She currently lives in Ipswich where the Jagera, Yuggera and Ugarapul people are the Traditional Owners of the land.**

Kylie has been painting for over 30 years and in 2019 turned what was a hobby into a successful business. Kylie's business, KJH Artworks, produces a range of attractive contemporary designs as well as providing a bespoke 'story telling' design service that works with groups and communities to create meaningful, significant, and lasting visual stories for communities with the aim of building connection. Her artwork has been commissioned by schools, community hubs, interest groups, Indigenous communities and for major infrastructure projects.

Kylie's artworks have also gone international. Her pieces have travelled as far afield as Las Vegas, Japan, Germany and Ireland.

Softball is also an important part of Kylie's life where she has been involved as a player and official for many years. She's also painted many softballs and equipment for softball, and is heavily involved in the Murri Women's Softball Tournament.

Kylie donates pieces of artwork monthly to charity to help raise funds for Cancer and for children in sport as she loves helping others through her art.

One of her biggest desires and inspirations is to connect with people through art. She believes this can help close the gap, reconcile differences and bring people together.

Kylie has eight beautiful jarjums with her husband David and wants to ensure that our future generations keep Aboriginal culture alive. She knows she can contribute to this through her art and by teaching her craft as well. As a strong Aboriginal woman she wants to lead the way; which is why she started her own art business.

## Highlights in her artistic business to date include:

- designing artwork for media and promotional materials for Donate Life QLD, 2020
- designing an Indigenous patch for RAAF Amberley, 2021
- designing the softball jersey for the Australian Women's Olympic Team that went to Japan in 2021
- designing Softball Australia players uniforms for the World Series, 2022
- painting the first Aboriginal Tactile Mural at Narbethong Special School, a total of 40 metres, in 2022
- receiving the Australia Day Cultural Award 2022, and
- delivering the Wakasa High School Japan Workshop, 2022.







## Artwork

The Indigenous artwork prepared for the Commission is a representation of community coming together from all walks of life. Each intricate detail demonstrates how we gather in Unity to bring about peace, wisdom and understanding under the guidance of our ancestors who continue to watch over us.

In preparing this piece, artist Kylie Hill considered the important work that the Commission does in overseeing a safe and quality health care system in Australia. There are significant elements in the artwork that tell a story individually but are also key links in the Commission's work and reconciliation journey.







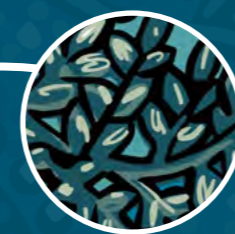
The **alternating lines and dots** in these larger circles are the artist's representation of DNA. No single line or dot is the same representing the DNA of each individual and the coming together of everyone's DNA, signifying reconciliation.



The **train track** type lines represent the policies and protocols in place to provide a safe and quality health care system, while the dots represent the people who formulate and adhere to those policies and protocols.



The **pink and purple** dots and strokes represent the grass skirts worn by our Torres Strait Islander peoples. The greens and blues across the entire art are also a reflection of our Torres Strait Islander peoples.



The bush leaves represent traditional Indigenous medicine, and the gathering of natural bush medicine for healing.



The **orange and brown** in the larger circles represent outback desert colours, being on Country and at one with Aboriginal people and communities.



The **black tentacles** coming off the larger two circles in the top right and bottom left are the pathways to different meeting areas within our health care system – the hospital, doctor's surgery, pharmacies, health centres, laboratories etc. The dots on the tentacles are the people moving between services.



The **Boomerangs** highlight the meaning 'always come back'. Just like our healthcare workers will always come back to what they are doing and what's important (nurses who go to retrieve medicine for a patient, doctors who look at results to deliver to a patient, patients who return for a check-up) we will also always come back to reconcile differences, embed First Nations' culture and heal.



The central element of the **black person** represents the patient. The middle circle within the black person is the heart, and the dots and waves around it is the heart beat, signifying that the patient is central to all doing in our health care system.

The wavy circle around the person represents the meeting place and the dots around the black person are lots of other people who have come together in the meeting place – for reconciliation – the coming together as one.



The three ovals are **Coolamons**, that is the pots that our Indigenous communities use to place and prepare their bush tucker/medicine, like bay leaves and berries.



The **flower** represents people sitting around the table. The circle in the centre is the table while the arches are the people on chairs around the table. Everybody is welcome at the table and are coming together to work on reconciliation, and embedding First Nations' culture in all we do.



The **feet** around the centre element represents the feet of those walking around our hospitals and health care systems, and the journey of the health care workers in their important roles protecting our community.

The feet are going in the same direction, this is so they stay on track and do not divert from what is important.

The **blue base** colour of the artwork represents water. Looking closely at the background you can see swirls of water underneath the colourful elements on the surface.

Water is a sacred and elemental source and symbol of life in Aboriginal culture; it is deeply tied to spirit, culture, songlines and dreamtime.

The resources provided by aquatic ecosystems are pivotal not only for cleansing, but as part of spirituality and the cultural economy.

For example, our rivers are the veins of our country, carrying water to sustain all parts of the landscape. The wetlands are the kidneys, filtering the water as it passes through the land.



## Who are we?

**The Australian Commission on Safety and Quality in Health Care (the Commission) leads and coordinates national improvements in healthcare safety and quality. It works in partnership with patients, carers, clinicians, the Australian, state and territory health systems, the private sector, managers and healthcare organisations to achieve a safe, high-quality and sustainable health system.**

Key functions of the Commission include developing national safety and quality standards, developing clinical care standards to improve the implementation of evidence-based health care, coordinating work in specific areas to improve outcomes for patients, and providing information, publications and resources about safety and quality.

The Commission has one office located in Sydney's Central Business District on Gadigal Country of the Eora Nation. The Commission currently employs 145 staff including contractors, with no staff voluntarily self-identifying as being either Aboriginal or Torres Strait Islander.

## Why is the Commission developing a RAP?

**Aboriginal and Torres Strait Islander peoples are the longest known surviving culture on Earth with a rich culture and deep understanding of the lands and waters to which they are connected. The journey for the Commission will be one of listening, learning, understanding, and forming respectful partnerships with Aboriginal and Torres Strait Islander peoples and communities.**

The Commission must develop a sound understanding of the shared history between Aboriginal and Torres Strait Islander peoples and non-Indigenous people, an appreciation of the holistic nature of health and wellbeing in Aboriginal and Torres Strait Islander cultures, and its interconnectedness with spirituality, lore, families, and Countries. The Commission continues to strengthen our understanding of, and insight into, the social and political lived experiences of Aboriginal and Torres Strait Islander peoples and communities. Institutional racism and trauma, invasion and colonisation, have a profoundly detrimental impact on Aboriginal and Torres Strait Islander communities and lead to poorer health and wellbeing outcomes. Developing an understanding of key drivers such as institutional racism, and how to abolish these drivers, will position the Commission to develop strong partnerships with Aboriginal and Torres Strait Islander organisations and communities to understand and improve health and wellbeing outcomes. This will support the Commission's vision of becoming a culturally safe organisation and become a leader driving reconciliation in the health sector.

The actions within this RAP will cultivate an organisational culture that embraces the immense resilience, strength, courage and cultures of Aboriginal and Torres Strait Islander peoples. These actions will expand the Commission's knowledge and cultural competency and build new and strengthen existing partnerships with Aboriginal and Torres Strait Islander peoples to develop a strong foundation of shared values on which reconciliation can continue to be built. By respecting Aboriginal and Torres Strait Islander cultures, wisdom, and perspectives in all aspects of the Commission's work, partnerships can be realised that will enable the Commission to reform policies and develop programs, shaping the health sector to improve health and wellbeing for Aboriginal and Torres Strait Islander peoples and will have a positive impact on care for all Australians. Supported by this foundation and well-developed partnerships, the Commission's vision is to be an ally and leader in improving Aboriginal and Torres Strait Islander health outcomes and experiences of healthcare.



## How will the Commission implement the RAP?

**The Commission's RAP Champion is Director, National Standards who is responsible for tracking the progress of the Reflect RAP, liaise with teams across the Commission to support progression of or enhance actions and development of subsequent RAPs.**

The Commission established a Reconciliation Working Group (RWG) which meet at least bi-monthly and includes representation from program areas across the Commission. The RWG will be responsible for implementing and monitoring the Reflect RAP, and will facilitate reporting to the Board at least annually on its progress with implementation. The RWG will also report periodically to the Commission's Aboriginal and Torres Strait Islander Health Advisory Group on progress and seek advice or guidance on implementation. In addition, the Commission will engage with Aboriginal or Torres Strait Islander partners who can participate in and guide the work of the RWG.

The Reflect RAP will be actioned in collaboration with identified mutually beneficial partnerships with Aboriginal and Torres Strait Islander peoples and communities. The Reflect RAP will be disseminated and made available to all staff across the Commission and publicly available on the Commission's website. Almost all staff participated in the development of this Reflect RAP and will be involved in the development of future RAPs throughout the Commission's reconciliation journey.

This Reflect RAP will increase the capability, resources and events across the Commission for staff to learn, form partnerships and innovate to improve the safety, quality and experience of care for Aboriginal and Torres Strait Islander people across Australia. Engaging with and developing trust with partners to seek feedback and to measure and monitor the impact of the Commission's reconciliation journey will be essential to assessing the effectiveness of the Reflect RAP.

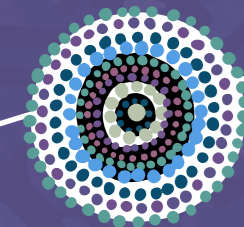
## What has the Commission and its partners already achieved/established?

**The Commission has established many key relationships with organisations and individuals, to develop standards, resources and information related to the provision of health care for Aboriginal and Torres Strait Islander peoples.**

The Commission regularly seeks guidance and advice from organisations such as the National Aboriginal Community Controlled Health Organisation (NACCHO) and the Australian Indigenous Doctors Association (AIDA), partners with Aboriginal and Torres Strait Islander researchers such as the South Australian Health and Medical Research Institute and the Lowitja Institute. The Commission also collaborates with organisations such as the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) in the development and implementation of programs and resources to improve health and wellbeing outcomes. The Commission regularly consults with such organisations as part of the development process for improving healthcare safety and quality nationally.



# Timeline of achievements and positive steps to date

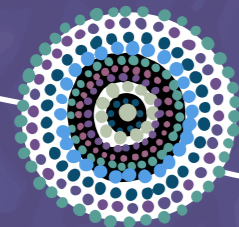


**2014**

Established the Commission's first Aboriginal and Torres Strait Islander Health Advisory Group.

**2014-2016**

Completed a two-year research program to identify systems level issues that could be addressed in national safety and quality standards to improve the health outcomes of Aboriginal and Torres Strait Islander peoples.

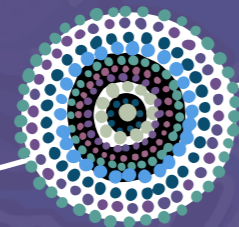


**2015**

With the permission of the families, and through a process of education and organisation wide agreement, named all meeting rooms in the Commission after prominent Aboriginal and Torres Strait Islander people and non-Indigenous people who have supported the rights of First Nations peoples.

**2015-ongoing**

Celebrated NAIDOC week with representatives of the Metropolitan Local Aboriginal Lands Council, with presentations from academics, health services, and community representatives to all staff meetings.

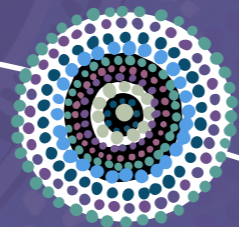


**2017**

Developed the first Aboriginal and Torres Strait Islander specific accreditation actions in National Safety and Quality Health Service (NSQHS) Standards.

**2017, 2018, 2021, respectively**

Included analysis by Aboriginal and Torres Strait Islander status in the Second, Third and Fourth Australian Atlases of Healthcare Variation, for items with data of sufficient quality (2017, 2018, 2021, respectively). Commentaries in these publications were reviewed by the National Aboriginal and Torres Strait Islander Health Standing Committee.

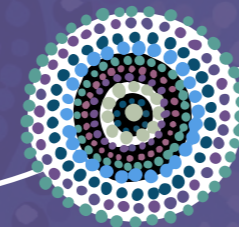


**2018**

Developed resources in collaboration with Aboriginal and Torres Strait Islander research groups for the implementation of the Aboriginal and Torres Strait Islander specific actions in the NSHQS Standards.

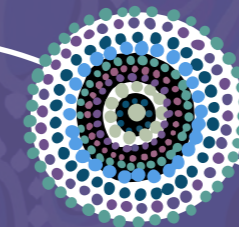
**2018-2019**

Conducted a literature review in partnership with Aboriginal and Torres Strait Islander researchers on a best practice cultural safety curriculum to be required of assessors assessing health service's implementation of the NSQHS Aboriginal and Torres Strait Islander specific actions and with a second research group, described the curriculum.



**2019-ongoing**

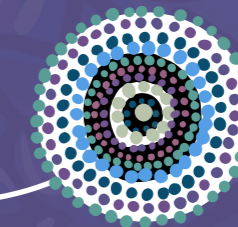
Established the Commission's internal RWG and an internal resource page including cultural protocols and health specific information.



**2020**

Completed a National stocktake of Aboriginal and Torres Strait Islander health resources report.

Commenced inclusion of equity and cultural safety statements within clinical care standards, beginning with the Sepsis Clinical Care Standard, in consultation with Aboriginal and Torres Strait Islander clinicians.

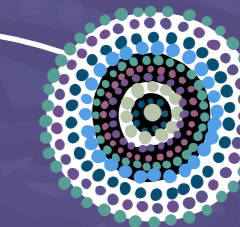


**2020-2021**

In collaboration with CATSINaM, developed a face-to-face cultural safety training program for assessors using the NSQHS Standards Aboriginal and Torres Strait Islander specific actions to assess health services.

Established the Commission's current Aboriginal and Torres Strait Islander Health Advisory Group, with broad representation of public sector and peak organisations within health.

Inclusion of Aboriginal and Torres Strait Islander healthcare workers on Topic Working Groups for the Sepsis and Stillbirth Clinical Care Standards.



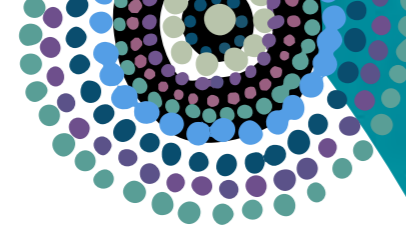
**2022**

Established the Commission's first Graduate placement program and appointed two new graduates from the Australian Public Service Indigenous Pathways Graduate Program into these roles.

**Ongoing**

Projects specific to Aboriginal and Torres Strait Islander health, including reviewing the reasons for 'leave events' (e.g., services not being culturally safe) and systematically addressing this in acute care settings such as emergency departments.





# What is our vision for doing more?

**The Commission's vision for the Reflect RAP is to improve the safety, quality and experience of care for Aboriginal and Torres Strait Islander peoples across Australia by incorporating the perspectives and needs of Aboriginal and Torres Strait Islander peoples in our four priority areas:**

1. Safe delivery of health care

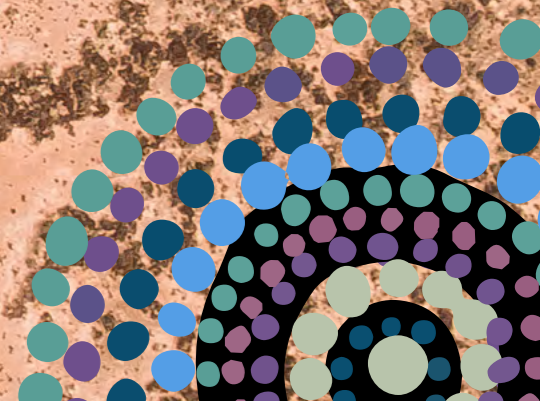
2. Partnering with consumers

3. Partnering with healthcare professionals

4. Quality, value and outcomes.

The Commission's Reflect RAP plays an important role in the Commission becoming a leader in reconciliation and in the development of resources for Aboriginal and Torres Strait Islander health. We envisage a workforce that is inclusive of and respectful to Aboriginal and Torres Strait Islander peoples, communities and cultures.

The Commission has an opportunity to champion best practice across the health sector and to encourage health service organisations across Australia to improve the provision of health care with Aboriginal and Torres Strait Islander partners and communities. In collaboration with Aboriginal and Torres Strait Islander stakeholders, the Commission has the ability to influence, advocate for and rewrite policies and programs that will change the experience of health care for Aboriginal and Torres Strait Islander peoples and to see the health sector become an industry of choice for Aboriginal and Torres Strait Islander peoples in the workforce.





# Our commitment to reconciliation with First Nations People

## RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Support the Ministerial process for Aboriginal and Torres Strait Islander leadership with the appointment of an Aboriginal and Torres Strait Islander Board Member.	August 2023	Chief Operating Officer
	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within the Commission's local area or sphere of influence to form partnerships.	December 2022	RWG Secretariat
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2023	RWG Secretariat
	Create an internal SharePoint page with resources and a directory for internal staff use.	September 2022	RWG Secretariat
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May - 3 June, 2023	Director, Communications
	Host a National Reconciliation Week event within the Commission for all staff.	27 May - 3 June, 2023	RWG Secretariat
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2023	Chief Operating Officer
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2023	Director, National Standards

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff across the Commission.	August 2022	CEO
	Publish this RAP on the Commission's website.	August 2022	Director, Communications
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2022	Director, National Standards
	Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2022	RWG Secretariat
4 Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2022	RWG Secretariat
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2023	HR Manager



## RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	October 2022 HR Manager
		Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2022 HR Manager
		Incorporate the SBS inclusion program as mandatory training with 100% of existing staff completing the training and new staff completing training within 4 weeks of commencing.	August 2022 HR Manager
6	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2022 HR Manager
		Develop the Commission's understanding of the local Traditional Owners or Custodians of the lands and waters within the Commission's office location.	July 2023 HR Manager
7	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023 RWG Secretariat
		Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2023 RWG Secretariat
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC week.	First week in July, 2023 Chief Operating Officer
		RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023 Director, National Standards

## OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case to establish Aboriginal and Torres Strait Islander employment within our organisation.	January 2023 HR Manager
		Build understanding of current Aboriginal and Torres Strait Islander staffing profile to inform future employment strategies and professional development opportunities.	January 2023 HR Manager
		Participate in the 2023 APS Indigenous Pathways Graduate Program.	May 2023 HR Manager
9	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	January 2023 Compliance & Procurement Manager
		Investigate Supply Nation membership to partner with Aboriginal and Torres Strait Islander organisations.	August 2022 Director, Business Unit



# GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to enable implementation of the RAP and monitor performance.	August 2022	RWG Secretariat
	Draft Terms of Reference for the RWG.	August 2022	RWG Secretariat
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	August 2022	RWG Secretariat
	Establish a routine reporting mechanism with the Aboriginal and Torres Strait Islander Health Advisory Group to monitor implementation and to provide advice or guidance as required.	August 2022	Director, National Standards
11 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs and strategy for RAP implementation.	August 2022	Director, National Standards
	Engage senior leaders in the delivery of RAP commitments by creating a standing RAP progress agenda item at all peak Commission meetings.	August 2022	Director, National Standards
	Maintain a Senior Leader in the role of RAP Champion to champion our RAP internally.	August 2022	Chief Operating Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments by establishing a routine reporting mechanism with the Business Meeting to monitor implementation and to provide advice or guidance as required.	August 2022	Director, National Standards
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RWG Secretariat
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RWG Secretariat
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RWG Secretariat

## Contact details

### Name

Margaret Banks

### Position

Director, National Standards Program

### Phone

02 9126 3684

### Email

[margaret.banks@safetyandquality.gov.au](mailto:margaret.banks@safetyandquality.gov.au)



AUSTRALIAN COMMISSION  
ON SAFETY AND QUALITY IN HEALTH CARE

