



gateway
health



GATEWAY HEALTH
INNOVATE RECONCILIATION
ACTION PLAN
SEPTEMBER 2021 to AUGUST 2023



Gateway Health acknowledges the Traditional Owners of this land on which we stand and pay our respect to the Elders, past, present and future, for they hold the memories, the traditions and the culture of all Aboriginal and Torres Strait Islander peoples.

ARTIST'S PROFILE

Kim Gorey is an eastern central Arrernte woman from Mparntwe in the Alice Springs region. Her skin name is Penangke. Kim is an alcohol and drug counsellor with Gateway Health. The painting that Kim has produced represents the four sites of Gateway Health in the North East of Victoria: Wodonga, Wangaratta, Myrtleford and Bright. The painting shows how Gateway Health provides a holistic service across all the sites and surrounding communities.



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A MESSAGE FROM GATEWAY HEALTH



The launch of Gateway Health’s first Reflect Reconciliation Action Plan (RAP) in 2020 established our long-term pledge to strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. While much has been accomplished, our reconciliation journey continues, with significant work still needed to address the inequality in health and wellbeing outcomes for Aboriginal and Torres Strait peoples.

Reconciliation Australia defines an Innovate RAP as an outline of actions that work towards achieving the organisations unique vision for reconciliation. Our 2021-2023 Innovate RAP reflects Gateway Health’s strategic values through the key elements of the RAP program: Respect, Relationships, Opportunities and

Governance. This important alignment will support Gateway Health while we continue to develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

The strength and richness that Aboriginal and Torres Strait Islander cultures contribute is an integral part of our nations story that needs to be shared and celebrated by all of us. Similarly, we must recognise and acknowledge the trauma and tragedies of the past. Honest acknowledgement of this history is essential to reconciliation.

As our reconciliation journey continues we will require ongoing and honest conversations, which in turn will provide us with valuable education and insights for the future. This plan refreshes our commitment as we continue our journey of reconciliation.

Leigh Rhode
Chief Executive Officer
Gateway Health

A MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia commends Gateway 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 Gateway 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, Gateway 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.

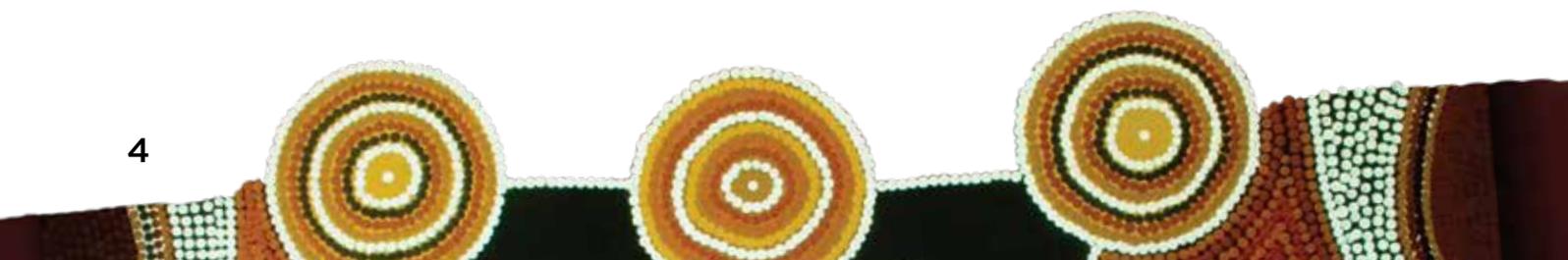
With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Gateway Health is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention,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

Implementing an Innovate RAP signals Gateway Health 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 Gateway Health on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A MESSAGE FROM OUR RAP CHAMPION



I am privileged to be nominated as Gateway Health's Reconciliation Action Champion, to be part of our ongoing organisational commitment to reconciliation and an active participant in developing and implementing our second Reconciliation Action Plan.

Gateway Health has a positive opportunity to make a difference to the lives of Aboriginal and Torres Strait Islander peoples, their families and the wider Aboriginal and Torres Strait Islander community through advocacy, partnerships and the programs and services we offer. I am dedicated to ensuring Gateway Health continues to focus on enabling and improving access to the range of programs and support we offer, to help bridge the health gap for Aboriginal and Torres Strait Islander peoples.

Gateway Health is committed to creating inclusive and welcoming service delivery and workplace environments where all employees feel culturally secure. We endeavour at all times to embrace cultural differences and take

the time to learn from each other. Our Innovate Reconciliation Action Plan will complement our Aboriginal and Torres Strait Islander Workforce Strategy 2022-23, our Aboriginal and Torres Strait Islander Engagement Plan and help us improve and embed meaningful engagement with local Aboriginal and Torres Strait Islander peoples and organisations.

I am pleased and excited to be contributing to Gateway Health's role in reconciliation. I look forward to working with the RAP Working Group, stakeholders and staff as we implement the elements of this RAP.

Jackie Eckert

General Manager, Population Health,
Planning and Performance



OUR BUSINESS

Gateway Health is a non-government not-for-profit company limited by guarantee and a registered Community Health Service under the Health Services Act 1988 (Vic). Gateway Health's purpose is to provide care and services to connect the community and strengthen individual and population health and wellbeing.

We undertake all our work aligned with six principles:

- We advocate for fair and equitable access to health care and wellbeing services for all.
- We respect the strength of individuals and the community, and their capacity to recover from adversity.
- We recognise the importance of adaptability and responsiveness to enable us to deliver on our commitment to the community.
- We actively listen and work alongside the community and each other to design and deliver better solutions.
- We believe a learning culture is critical to enhancing the wellbeing of staff, clients and the community.
- We contribute to creation of a connected and integrated health and community care system to achieve the best outcomes for our clients and community

As a leading regional community health service, we support vulnerable people and communities at higher risk of poor health outcomes. Gateway Health has offices located in Wodonga, Wangaratta Myrtleford and Bright, providing a broad range of State and Commonwealth funded services across the Ovens Murray Area of Northeast Victoria into southern NSW. We have a current staff of 352, of which 6 identify as Aboriginal and /or Torres Strait Islander peoples.

Gateway Health ensures our services are safe and easy to access, providing care that responds to the whole person. Our services are client-centric, ensuring clients, their carers and families have choice and control over decisions that affect them.

Gateway Health works in partnership with key Aboriginal Health Services and Aboriginal Community-Controlled Organisations which enable and enhance culturally appropriate service delivery to clients. The Murray Consortium is a governance group developed in 2017, comprising Albury-Wodonga Aboriginal Health Service (AWAHS), Mungabareena Aboriginal Corporation (MAC), Gateway Health and Upper Hume Primary Care Partnership. The Consortium work together to oversee the Integrated Team Care Program for Aboriginal Health.



Photo: Reconciliation Working Group



OUR VISION FOR RECONCILIATION

Our vision for Reconciliation is that Aboriginal and Torres Strait Islander peoples can access equal and affordable health services across Australian society

Gateway Health is committed to the process of genuine recognition of the truth of Australia's history, and addressing the disadvantages that Aboriginal and or Torres Strait Islander peoples continue to face.

Aboriginality is in the heart. Gateway Health acknowledges and respects the people who have come from this country, who bled for their country and the hardships that were and are endured.

Gateway Health recognizes that whilst the history and knowledge of Aboriginal peoples across the region has been fragmented due to colonization, disease and destruction, the diverse clan groups that occupy this area maintain connection to ancestors and spirits that continue to dwell in this land.

Intergenerational trauma is a factor of ongoing inequities and systemic racism, and we must recognise the history of dispossession, colonisation and the continuing discrimination faced by Aboriginal and Torres Strait Islander peoples. We believe that, to achieve significant and sustainable change leading to Reconciliation, solutions must be led by Aboriginal and Torres Strait Islander peoples.

To achieve this, Gateway Health aims to improve the way we and others work with Aboriginal and Torres Strait Islander peoples; working together to ensure their respective cultures are fully valued and social inequalities eradicated.

Gateway Health will engage with the Internal Aboriginal Network members, local communities, Traditional Owners and Elders, and develop partnerships with Aboriginal and Torres Strait Islander organisations to inform delivery of culturally appropriate programs and services to Aboriginal and Torres Strait Islander communities

Our Innovate Reconciliation Action Plan is an agreed process on how Gateway Health intends to contribute to reducing the gap in health outcomes between Aboriginal and Torres Strait Islander and non-Aboriginal or Torres Strait Islander Australians.

OUR RAP

Gateway Health Innovate RAP is a living document.

In developing our new RAP, we have considered our original RAP and acknowledged the achievements and challenges faced from an application and sustainability perspective. This analysis has allowed us to identify opportunities to enhance and strengthen our commitment to reconciliation across the organisation.

The creation of this Innovate RAP has included engagement with staff across the organisation, local Aboriginal organisations and the peak reconciliation body, Reconciliation Australia to ensure we meet the needs of Aboriginal and Torres Strait Islander communities in which we work. This RAP will be distributed to all Gateway Health staff and will be supported by ongoing action and communication through a range of processes, encouraging and enabling staff to continue to be committed to this journey.

Gateway Health believes that through this range of processes, reconciliation should become part of how we do business, not only discussed but demonstrated daily within every program and service. Working together with Aboriginal and Torres Strait Islander communities brings increased understanding of each other and embeds a philosophy focussed on accepting differences including learning the past histories and cultures.

To gain wider Aboriginal Community input into the development of this RAP it was distributed to:

- 3 Local Area Networks – Dirrawarra, Gadhaba and Wodonga Networks
- Central Hume Primary Care Partnership
- First Nations Senior Consultative Circle
- Burraja Cultural Executive
- Albury Wodonga Aboriginal Health Service
- Mungabareena Aboriginal Corporation
- Victorian Aboriginal Child Care Agency



OUR RAP (CONTINUED)

We have established a Reconciliation Working Group, which consists of both Aboriginal and non-Aboriginal staff and this group is responsible for overseeing the development and implementation of the innovate RAP. The group comprises the following roles within Gateway Health:

- Indigenous Health Program Manager
- Indigenous Engagement Officer (Chair Internal Aboriginal Network)
- General Manager People and Innovation
- Program Manager Counselling and Support
- Quality Assurance and Standards Officer
- Chief Financial Officer
- Three Aboriginal members of the Internal Aboriginal Network (IAN) The IAN group comprise Aboriginal employees and non-Aboriginal employees who work within Gateway Health programs that service the Aboriginal community. The roles of the RWG 3 Aboriginal members are:
 - AOD counsellor,
 - Men's Behavioural counsellor and
 - Indigenous Engagement Officer

The development of an Innovate RAP follows on from our Reflect RAP launched in 2020. Although our Reflect RAP has assisted us as an organisation focus on how to improve our relationships with Aboriginal and Torres Strait Islander peoples, there continues to be more that we should pledge the organisation to in order to enable progression of reconciliation.

Our first RAP included the identification of local relationships with Aboriginal and Torres Strait Islander peoples, organisations and service providers. These relationships are the foundation of future broader activities within Gateway Health. Work continues to be undertaken in educating staff on services and organisations that can support Aboriginal and Torres Strait Islander peoples. The pathway taken between the first RAP to this current RAP has allowed Gateway Health to reinforce our local understanding and recognise opportunities for ongoing engagement. From the beginning of the RAP journey, Executive Leaders and other staff have been able to experience Aboriginal and Torres Strait Islander cultural learning.

In order to further broaden cultural learning, for all staff, we have established protocol guidelines which underpin all programs that operate with Gateway Health. These protocol guidelines together with the RAP are a focus of our induction process for newly appointed staff. To complement this, significant cultural days are promoted across the organisation and all staff are encouraged to participate and attend.

The Board, CEO and Executive of Gateway Health are committed to Reconciliation and through the internal Championship of the General Manager Population Health, Planning and performance. The RAP Working Group and the Senior Management Team have key deliverables and responsibilities to ensure the aims and outcomes of our Innovate RAP are achieved.



Photo: Burraja Cultural Training



ACTION PLAN

The Action Plan outlines actions and deliverables in line with the four pillars of:

 **RELATIONSHIPS**

 **OPPORTUNITIES**

 **RESPECT**

 **TRACKING & REPORTING**

The Action Plan creates a clear template to outline the timing of, and responsibility for, each deliverable. It also outlines reporting and accountability, and ensures ongoing implementation of the plan, enabling rigour and transparency.



Photo: L to R Cultural Manager VACCA, Headspace Manager, Program Manager AWAS



Photo: Manager Home Interaction program for parents and youngsters



RELATIONSHIPS



Gateway Health believes that building and maintaining trusting relationships are the basis to move forward with reconciliation. Gateway Health commits to developing trusting relationships at all levels of the organisation, wherever our services are planned and delivered. Our aim is to develop and foster mutually respected relationships with Aboriginal and Torres Strait Islander communities and organisations, to ensure that our organisational learning and contribution towards reconciliation is undertaken and delivered in a culturally sensitive manner that assists in creating significant change and meaningful change.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Support program staff to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2022	Chief Executive Officer
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2022	General Manager Population Health, Planning and Performance
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate and promote National Reconciliation Week (NRW) resources to all our staff.	27 May - 3 June 2022, 2023	Communications Manager
	2.2 RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2022, 2023	Chair RAP Working Group
	2.3 Encourage and support all staff and Board to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2022, 2023	General Manager Population Health, Planning and Performance
	2.4 Organise at least one internal NRW event each year.	27 May - 3 June, 2022, 2023	RAP Project Officer
	2.5 Register all Gateway NRW events on Reconciliation Australia's NRW website.	May 2022, 2023	RAP Project Officer



Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Implement strategies to engage our staff and Board in reconciliation.	March 2022	Communications Manager
	3.2 Communicate our commitment to reconciliation publicly via upgraded website and social media platforms.	October 2021	Communications Manager
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2021	Chair of the Board
	3.4 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	September 2021	RAP Project Officer
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of relevant HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2021	General Manager People and Innovation
	4.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on anti-discrimination policy and organisational needs.	December 2021	General Manager People and Innovation
	4.3 Develop, implement and communicate an anti-discrimination policy for our organisation.	March 2022	General Manager People and Innovation
	4.4 Educate senior leaders on the effects of racism.	April 2022	Learning and Development Coordinator
5. Engage with First Nations Seniors Consultative Circle (FNSSCC)	5.1 Organise for our CEO and Executive be invited to attend an FNSSCC meeting	March 2022	RAP Project Officer
	5.2 Gateway Health continue to facilitate meetings for FNSSCC members	September 2021, and monthly thereafter	RAP Project Officer

Relationships

Action	Deliverable	Timeline	Responsibility
6. Partner with Headspace Albury Wodonga and Wangaratta to ensure intergration of Aboriginal and Torres Strait Islander focused programs and communication across both health services.	6.1 Develop new external-facing resources/ media focused on Aboriginal and Torres Strait Islander young people to promote visibility and cultural safety of headspace services.	April 2022	Headspace Centre Manager
	4.2 Facilitate the connection between Headspace Albury Wodonga and the Wodonga Koorie Youth Network in the creation of a regional advocacy platform that connects local youth groups. Developing leadership and advocacy skills and adding a youth voice in regional decision-making processes.	May 2022	Headspace Centre Manager

RESPECT



Gateway Health respects the individuality, diversity and cultures of all people who work at Gateway Health and those who utilise the services provided. Respect is a significant foundation when working with Aboriginal and Torres Strait Islander peoples. Aboriginal and Torres Strait Islander cultures, histories and knowledge provides valuable teachings for all Australians, and we acknowledge that we live and work on their Country.

Respect

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1.1 Conduct a review of cultural learning needs within our organisation.	December 2021	Learning and Development Coordinator
	1.2 Develop in consultation with the Internal Aboriginal Network the implementation and evaluation of a cultural learning strategy for our staff.	Deliver January 2022, Implement 2022 – 2023	Learning and Development Coordinator
	1.3 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation.	January 2022	Learning and Development Coordinator

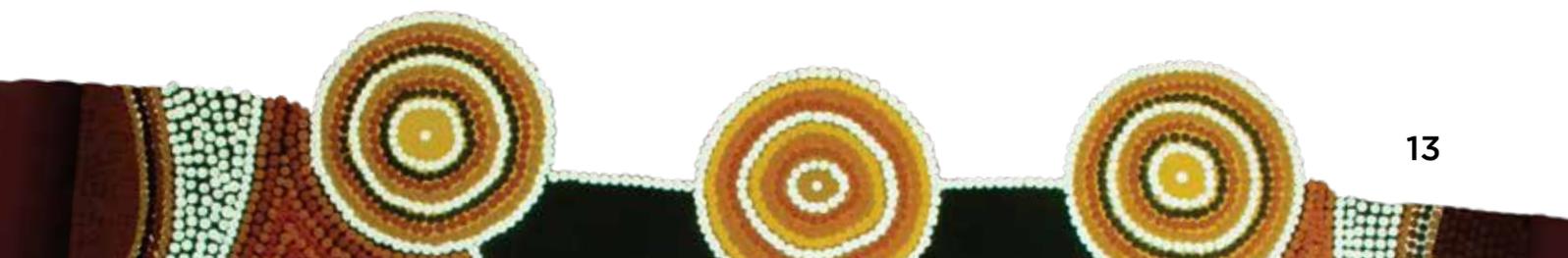


Respect

Action	Deliverable	Timeline	Responsibility
	1.4 Develop a calendar of significant cultural days to be published on the intranet and website.	July 2021, 2022, 2023	RAP Project Officer
	1.5 Develop and promote to all staff a local cultural information document/resource outlining histories, totems and organisations that are relevant to the Ovens Murray/Albury region.	October 2021	Manager Burrinja
	1.6 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	April 2022	Learning and Development Coordinator
	1.7 Provide advice and assistance through Gateway Health's Burrinja Cultural Education program where required to headspace Albury Wodonga and headspace Wangaratta community garden passion projects to ensure cultural inclusion and connections.	June 2022	Headspace Centre Manager



Photo: First Nations Senior Consultative Circle



Respect

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	2.1 Develop, promote and evaluate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Implement October 2021 Evaluate October 2022	RAP Project Officer
	2.2 Review all relevant organisational documents and templates to ensure Acknowledgement of Country or Welcome to Country is a formal part of every Gateway Health meeting, event and function at every level.	February 2022	GM Population Health, Planning and Performance
	2.3 Invite a local Traditional Owner or Elder to provide a Welcome to Country or other appropriate cultural guidance at significant events each year.	Invitations as required with reviews of progress undertaken July 2022, July 2023	CEO
	2.4 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2022	Chair Internal Aboriginal Network
	2.5 An Acknowledgement of Country or other appropriate protocols is included at the commencement of all organisational meetings.	October 2021	General Manager Population Health, Planning and Performance
	2.6 Consult with Elders in the service area to develop a list of key contacts for delivering a Welcome to Country.	March 2022	RAP Project Officer
	2.7 All employees and Board members receive education on cultural Protocol Guidelines as part of induction.	November 2021, June 2022 and June 2023	General Manager People and Innovation



Respect

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by actively celebrating NAIDOC Week.	3.1 During NAIDOC week, all Gateway staff use Acknowledgement of Country or other appropriate protocols that recognise and acknowledge the importance of NAIDOC at the commencement of all meetings and functions.	July 2022, 2023	Communications Manager
	3.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2022	General Manager People and Innovation
	3.3 RAP Working Group to participate in an external and internal NAIDOC Week event.	First week in July 2022, 2023	Chair RAP Working Group
	3.4 Promote, encourage and enable participation in external NAIDOC events to all staff. Provide up to date information on local events.	July 2022, 2023	Communications Manager
	3.5 Support cross organisational partnerships in role modelling the collective presentations during NAIDOC week. Headspace Albury Wodonga join the Albury Wodonga Aboriginal Health Service NAIDOC week community working group to ensure active participation and organisational representation.	July 2022, 2023	Headspace Centre Manager



Photo: Gateway Health Team Cultural Tour

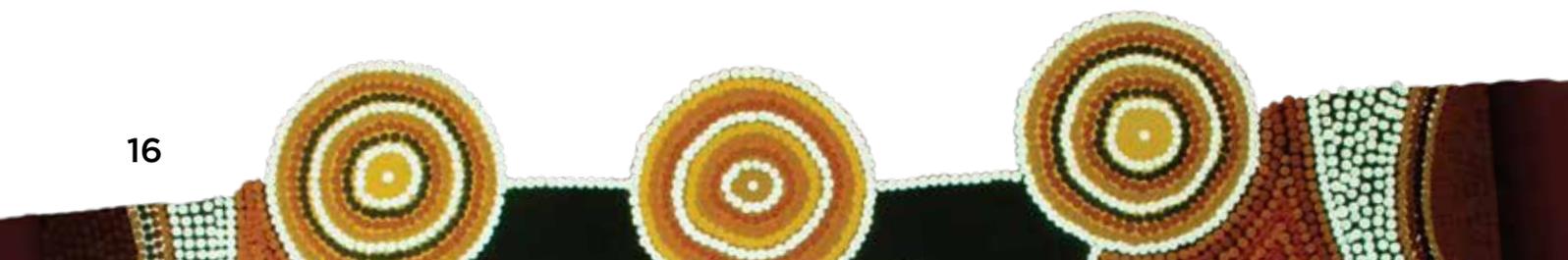
OPPORTUNITIES



Gateway Health aims to build viable capacity to support Aboriginal and Torres Strait Islander peoples through the development of opportunities in terms of employment, training and access to culturally safe support. The strengthening of partnerships to increase opportunities with Aboriginal and Torres Strait workforce within the organisation is a key to enabling this process.

Opportunities

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	1.1 Build understanding of current Aboriginal and Torres Strait Islander staffing across identified and non-identified roles to inform future employment and professional development opportunities.	September 2021	General Manager People and Innovation
	1.2 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	April 2022	General Manager People and Innovation
	1.3 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April 2022	General Manager People and Innovation
	1.4 Review advertising of job vacancies to encourage Aboriginal and Torres Strait Islander applicants.	November 2021, ongoing	General Manager People and Innovation
	1.5 Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	April 2022, ongoing	General Manager People and Innovation
	1.6 Investigate opportunities for joint employment processes between headspace and Gateway programs and key Aboriginal and Torres Strait Islander organisations.	April 2022	Headspace Centre Manager
	1.7 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2021	General Manager People and Innovation



Opportunities

Action	Deliverable	Timeline	Responsibility
2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	2.1 Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that could be used to procure goods and services within Gateway Health service area.	May 2022	Procurement Officer
	2.2 Use Aboriginal and Torres Strait Islander catering during NAIDOC Week and National Reconciliation Week celebrations and activities wherever possible.	May 2022, 2023	People Working Well Coordinator
	2.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2022	Procurement Officer
	2.4 Review and update procurement policies and procedures to identify any barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	May 2022	Chief Financial Officer
	2.5 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2022	Chief Financial Officer
	2.6 Investigate Supply Nation membership.	June 2022	Chief Financial Officer
	2.7 Develop commercial relationships with Aboriginal and/or Torres Strait Islander owned business.	August 2022	Chief Financial Officer

Opportunities

Action	Deliverable	Timeline	Responsibility
3. Establish an Aboriginal advisory committee to co-design cultural planning and cultural security for the new Gateway Health AOD Residential Rehabilitation environment and service delivery.	3.1 Develop and implement a cultural safety plan in partnership with Aboriginal advisory committee.	November 2021	Residential Rehabilitation Program Manager
	3.2 Map residents' journey both physically and culturally for Aboriginal and Torres Strait clients.	June 2022	Residential Rehabilitation Program Manager

TRACKING AND REPORTING



Gateway Health commits to delivering measurable outcomes towards reconciliation. We will monitor and review progress against this plan quarterly, and will celebrate attainments on our reconciliation journey both internally and externally.

Governance

Action	Deliverable	Timeline	Responsibility
1. Maintain an effective RAP Working group (RWG) (IAN group) to drive governance of the RAP.	1.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2021	Chair RAP Working Group
	1.2 Establish Terms of Reference for the RWG.	September 2021	RAP Project Officer
	1.3 Meet at least four times per year to drive and monitor Innovate RAP implementation over the life of the plan.	Oct 2021, Feb 2022, May 2022, July 2022 ongoing	Chair RAP Working Group

Governance

Action	Deliverable	Timeline	Responsibility
2. Provide appropriate support for effective implementation of RAP commitments.	2.1 Define resource needs for RAP implementation	October 2021	Chair RAP Working Group
	2.2 Ensure resources provided and engage senior leaders and other staff in the delivery of RAP commitments.	November 2021	Chief Executive Officer
	2.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2022	General Manager Population Health Planning and Performance
	2.4 Report progress on actions to RAP Working group.	January, April, July November 2022, 2023	RAP Project Officer
	2.5 Appoint and maintain an internal RAP Champion from senior management.	October 2021	Chair Rap Working Group
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	3.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30th September, 2021, 2022	General Manager Population Health Planning and Performance
	3.2 Report RAP progress to Board and all staff quarterly.	January, April, July, November 2022, 2023	Chair RAP Working Group
	3.3 Publicly report and update our RAP achievements, challenges and learnings on website and through annual Quality Account.	Commencing Dec 2021, 2022, 2023	Communications Manager
	3.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	General Manager Population Health Planning and Performance
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2023	General Manager Population Health Planning and Performance



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RECONCILIATION
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Inside border artwork:
Making Two Worlds Work