



RECONCILIATION
ACTION PLAN

REFLECT



Australian Government

Australian Digital Health Agency

Reflect Reconciliation Action Plan

October 2020 – October 2021



About the RAP Theme Artist



Sarah Richards (Marrawuy Journeys) is a modern Aboriginal self-taught artist who tells her stories through artworks to share her personal experiences and inspire others.

In 2015, Sarah was awarded the ACT NAIDOC Artist of the Year and contributes her continued growth as an artist to other Aboriginal artists such as Dhala Dreaming on the Gold Coast and the artists at the Burrunjui gallery in Canberra.

Marrawuy (Mar-ra-way) in her ancestors' language of the Wongaibon people means Red Kangaroo. Sarah has a family tree that shows where the totem of one of her ancestors was a Red Kangaroo. This is one of the reasons she has chosen to go by Marrawuy Journeys as well as the fact that a Kangaroo can't jump backwards. This resonates strongly with Sarah as no matter what challenges she is thrown, she keeps moving forward.

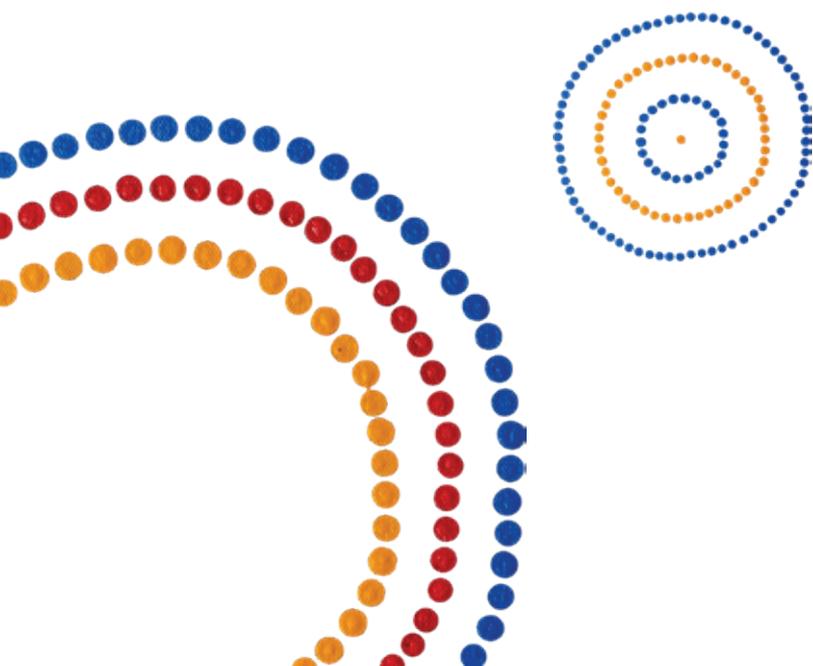
Wongaibon country ranges over an area of some 70,000 square kilometres in New South Wales. Wongaibon country encompasses Trida, Narromine, Nyngan, Girilambone, Cobar, and Gilgunnia with the western boundary laying around Ivanhoe and near the Neckarboo Range and southern borders running to Trundle.

Sarah's great grandmother was Amy King, sister of Archie King and the Kings made up a large part of the Trida mob.



About the Art: My Identity

In her piece, My Identity, Sarah depicts the influences and experiences that have shaped her own identity and view of the world, supported by her Aboriginal heritage shown in the three bands of black, yellow and red.



About the Reflect RAP

The Reconciliation Action Plan (RAP) is about organisations, from every sector, rising to the challenge of reconciling Australia. A RAP provides a framework for organisations to develop practical plans of action built on relationships, respect and opportunities, to create social change and economic opportunities for Aboriginal and Torres Strait Islander Australians.

The Australian Digital Health Agency is committed to helping to reconcile Australia and has developed a Reflect RAP, which is designed for organisations starting out on their RAP journey.

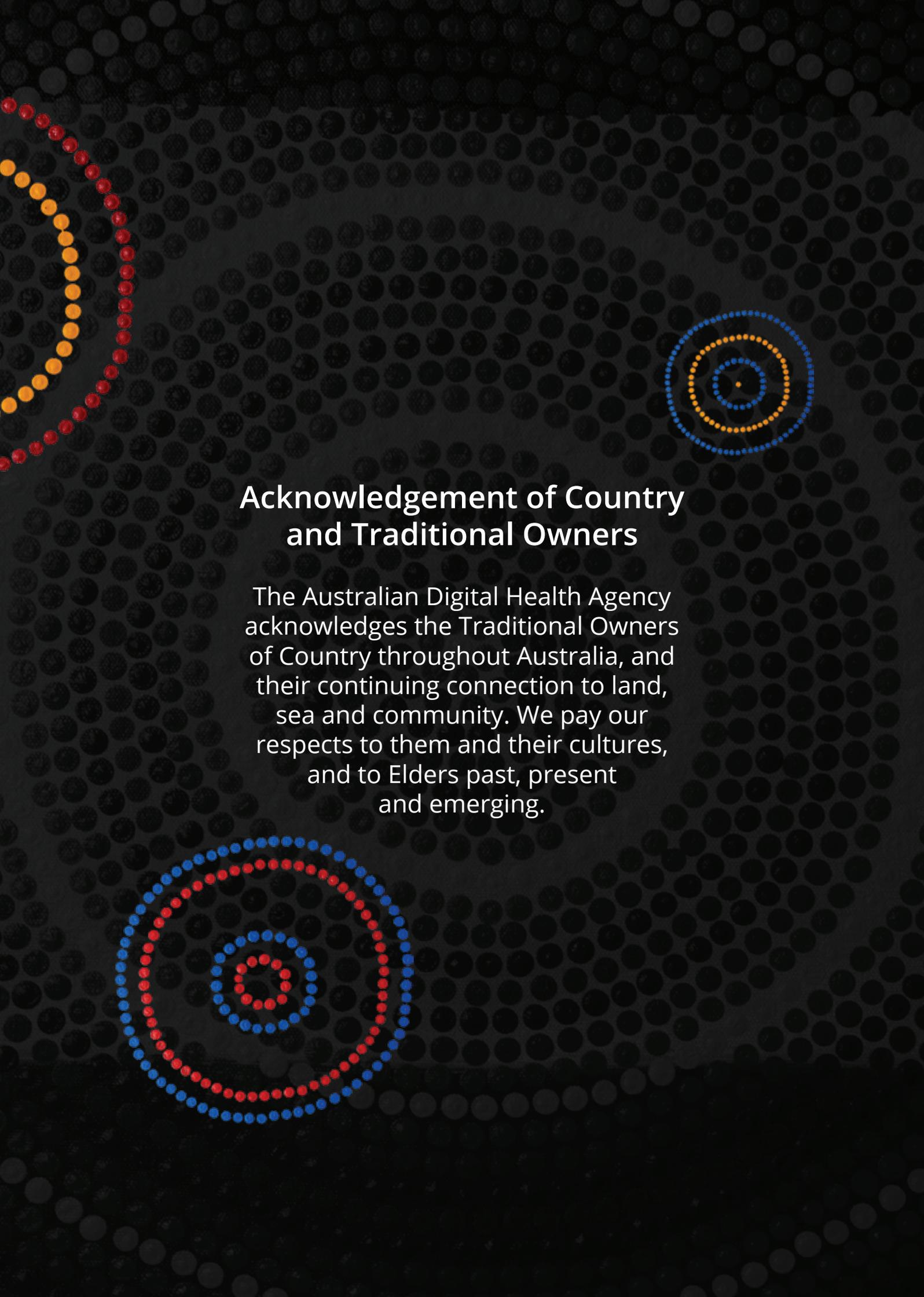
A Reflect RAP clearly sets out the steps taken to prepare an organisation for reconciliation initiatives in successive RAPs. Committing to a Reflect RAP allows an organisation to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on a vision for reconciliation and exploring a sphere of influence, before committing to specific actions or initiatives. This process will help to produce future RAPs that are meaningful, mutually beneficial and sustainable.

The Agency commits to completing the specific actions outlined in the Reflect RAP over the next 12 months, so as to ensure we are well positioned to implement effective and mutually beneficial initiatives as part of our future RAPs.

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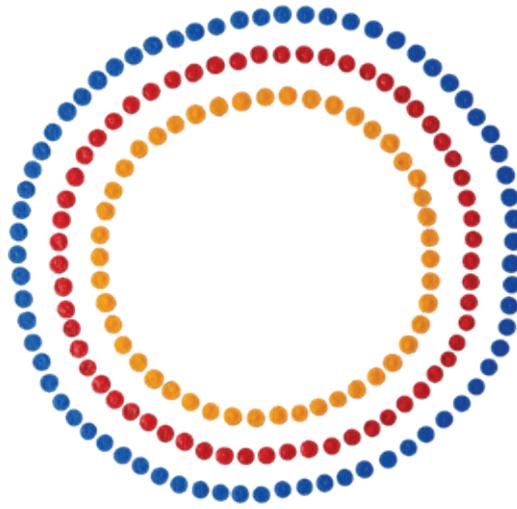
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Acknowledgement of Country and Traditional Owners

The Australian Digital Health Agency acknowledges the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to Elders past, present and emerging.



Traditional Owners of the land in which we work

The Agency has offices in Brisbane, Sydney and Canberra.

Turrbal People

The Turrbal are the Traditional Owners of the land on which our Brisbane office is located. The Turrbal people's traditional lands extends over some 3400km and lay across the Brisbane River.

Gadigal People

The Gadigal people of the Eora nation are the Traditional Owners of the land on which our Sydney office is located. The traditional lands of the Gadigal stretch more than 700km from South Head to Petersham to Cooks river in the south.

Ngunnawal People

The Ngunnawal people are the Traditional Owners of the land on which our Canberra office is located. The Ngunnawal people's traditional lands are estimated to cover some 2100km, extending from Queanbeyan to Yass, Tumut and Boorowa.





The Agency's Vision

“Better health for all Australians enabled by safe, seamless and secure digital health services and technologies that provide a range of innovative, easy-to-use tools for both patients and providers.”

This Reconciliation Action Plan (RAP) reiterates the Agency's commitment to improving health outcomes for all Aboriginal and Torres Strait Islander peoples.



A message from our CEO

On behalf of the executive team, I am pleased to introduce the Australian Digital Health Agency's Reflect RAP, which marks the formal beginning of our journey to reconciliation.

As we celebrate the Agency's successful track record in building national digital health capabilities, in partnership with Aboriginal and Torres Strait Islander communities, we also acknowledge that we have much more to do as Australia seeks to close the gap in life expectancy and disease burden that still exists between Aboriginal and Torres Strait Islander Australians and non-Aboriginal and Torres Strait Islander Australians.

We are committed to ensuring that we are enhancing value for Aboriginal and Torres Strait Islander communities and their experiences working with us. We will continue to work with the Aboriginal community-controlled health sector to foster and earn their trust and respect in our joint pursuit to improve health outcomes for our First Nations peoples. We will also continue to collaborate with the sector to ensure that the Agency's approaches are aligned with the principle of self-determination.

We want to ensure that, as a Commonwealth agency, we are inclusive and represent the diversity of the Australian community by harnessing the unique knowledge, experience and expertise of Aboriginal and Torres Strait Islander peoples in every part of our work program. In this RAP we have set a clear vision and practical actions to ensure the Agency becomes a workplace of choice for Aboriginal and Torres Strait Islander peoples.

Over the life of our first RAP, we are committed to achieving the goals we have set. This will see us improve our cultural awareness, increase our recruitment, retention and engagement of Aboriginal and Torres Strait Islander talent, acquire a deeper appreciation of customs and celebrate significant events together, and become a stronger, more inclusive organisation as a result.

Our Reflect RAP:

- forms an essential part of our efforts to increase the number of Aboriginal and Torres Strait Islander peoples employed in the Agency
- works to promote the Agency as an employer of choice to Aboriginal and Torres Strait Islander peoples
- commits us to continue to promote an understanding of Aboriginal and Torres Strait Islander peoples, communities, cultures, heritage and aspirations.

I thank our Reconciliation Working Group for their work in developing our first RAP and encourage each of us to take actions as individuals, managers and leaders to support and embrace it.

Amanda Cattermole
Chief Executive Officer
Australian Digital Health Agency

A message from the CEO of Reconciliation Australia

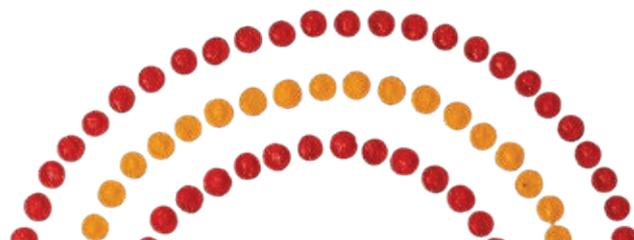
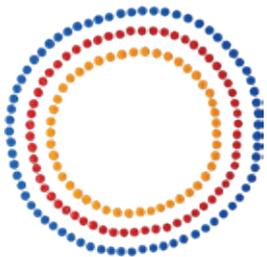
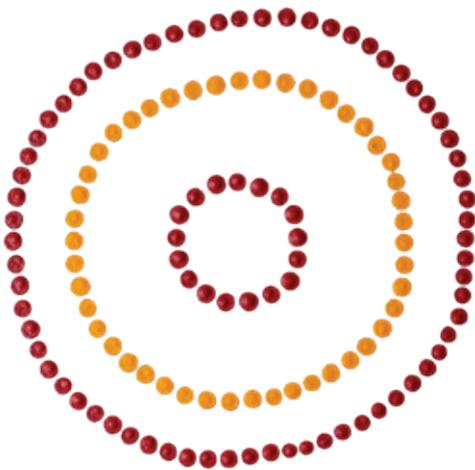
Reconciliation Australia welcomes Australian Digital Health Agency to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

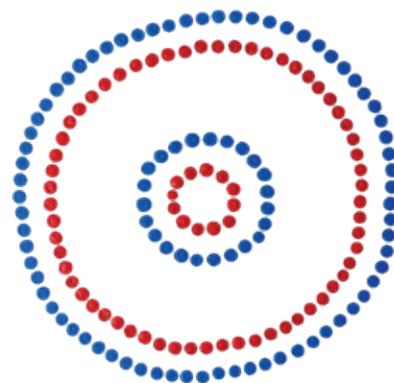
Australian Digital Health Agency joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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 over 2.3 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.





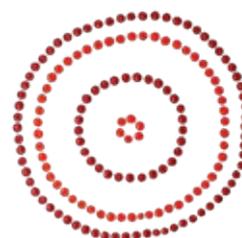
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

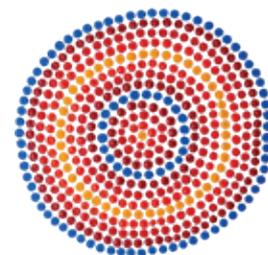
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Australian Digital Health Agency 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 Australian Digital Health Agency, 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





Our Business

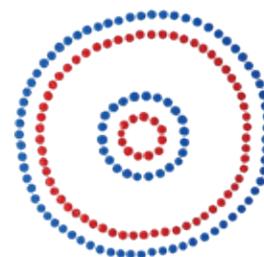
About the Australian Digital Health Agency

Formed in July 2016, the Australian Digital Health Agency is responsible for national digital health services and systems, with a focus on engagement, innovation and clinical quality and safety. Established as a statutory authority in the form of a corporate Commonwealth entity, the Agency reports to State and Territory Health Ministers through the Council of Australian Governments (COAG) Health Council, and the Federal Health Minister.

Our focus is putting data and technology safely to work for patients, consumers and healthcare professionals. To do this, we rely on building strong ties across the country and with all users and their communities, so that all individuals feel informed, engaged and in control of their health.

The Agency is national, with main offices in Brisbane, Sydney and Canberra. We work with service partners and advocacy groups to ensure our coverage is broad enough to reach our most remote users.

Our Agency has grown to nearly 400 personnel of which 1.6% or 6 staff identify as Aboriginal and/or Torres Strait Islander. Our target over the next 12 months is to bolster this to 2.6% through a range of fit-for-purpose workforce programs, which are underpinned by our Diversity and Inclusion Strategy.



Left: Shannon Ruska, Managing Director "Tribal Experience" and representing Turrbal, Yuggara, Ugarapul and Yugambeh peoples, who provides Welcome to Country, Acknowledgment to Country, Traditional Aboriginal Dance Groups, Art workshops, Bush tucker, Musical Bands, Solo Artists, Didgeridoo for conference and events. Shannon attended the Agency's National Reconciliation Week function in the Brisbane Office and provided Welcome to Country, songs and story telling relating to Turrbal People, Traditional Owners of the greater Brisbane area (May 2019).



Living our values

We believe that the priorities, values, principles and behaviours we have set for our Agency are intrinsically linked to how we achieve our reconciliation goals and improve our relationship with all Australians.

In addition to upholding the Australian Public Service ICARE values, the Agency has developed and refreshed its own set of complementary values that support and enhance its strategic direction and culture:



Working together collaboratively



Respect and trust



Transparent



Accountable



Innovative

Inclusive and diverse

The Agency has set a clear imperative to be an employer of choice, one that supports and drives inclusion and diversity across its workforce, supply and delivery channels.

Our efforts are underpinned by the following principles, which are embedded into our reconciliation efforts, in both policy and practice:



Above: Travis Hodgson, Steve Renouf and John Gottschalk attending an Agency function for National Reconciliation Week, with Travis welcoming staff and explaining the significance of National Reconciliation Week (May 2019).

- We aim to be a leader in diversity and inclusion and recognise the unique skills, knowledge and insights each individual brings to the workplace
- We will invest in building capability and driving a culture to support and foster diversity and inclusion.
- We will continuously acknowledge and develop our personnel to their full potential to build a workforce that is innovative and dynamic.
- We believe a commitment to diversity and inclusion plays a role in being a leader in digital health.
- We aim to be known as an employer of choice, who models diversity, cultural safety and inclusion.



Our Reconciliation Working Group

This RAP was developed by the Agency's Reconciliation Working Group (RWG) and endorsed by Reconciliation Australia. The Working Group is responsible for reporting on and reviewing the RAP to maintain its focus and currency.

Message from our Reconciliation Working Group Co-Chairs



Reconciliation at the Agency is about reflecting on and reconciling the past and looking to how we shape the future, together.

In every organisation's story, there are important moments that shape the chapters to come. Part of our recent story includes the My Health Record Expansion, which is one of the most significant transformations in the history of Australia's healthcare system. It is therefore timely, that we as an Agency should reflect on who we are, and who we want to be.

We are proud of the work we do, and proud to live in Australia – the country with the world's oldest continuous living cultures.

We look forward to continuing to play our part to support Aboriginal and Torres Strait Islander peoples to keep their cultures alive and vibrant.

Travis Hodgson

General Manager and Co-Chair
Reconciliation Working Group

Although this is the Agency's first RAP, I commend my colleagues in the Reconciliation Working Group and the broader organisation on its cultural maturity, as well as its already well-established partnerships with Aboriginal and Torres Strait Islander peak organisations, local communities and individual consumers, in its pursuit to deliver better health outcomes together.

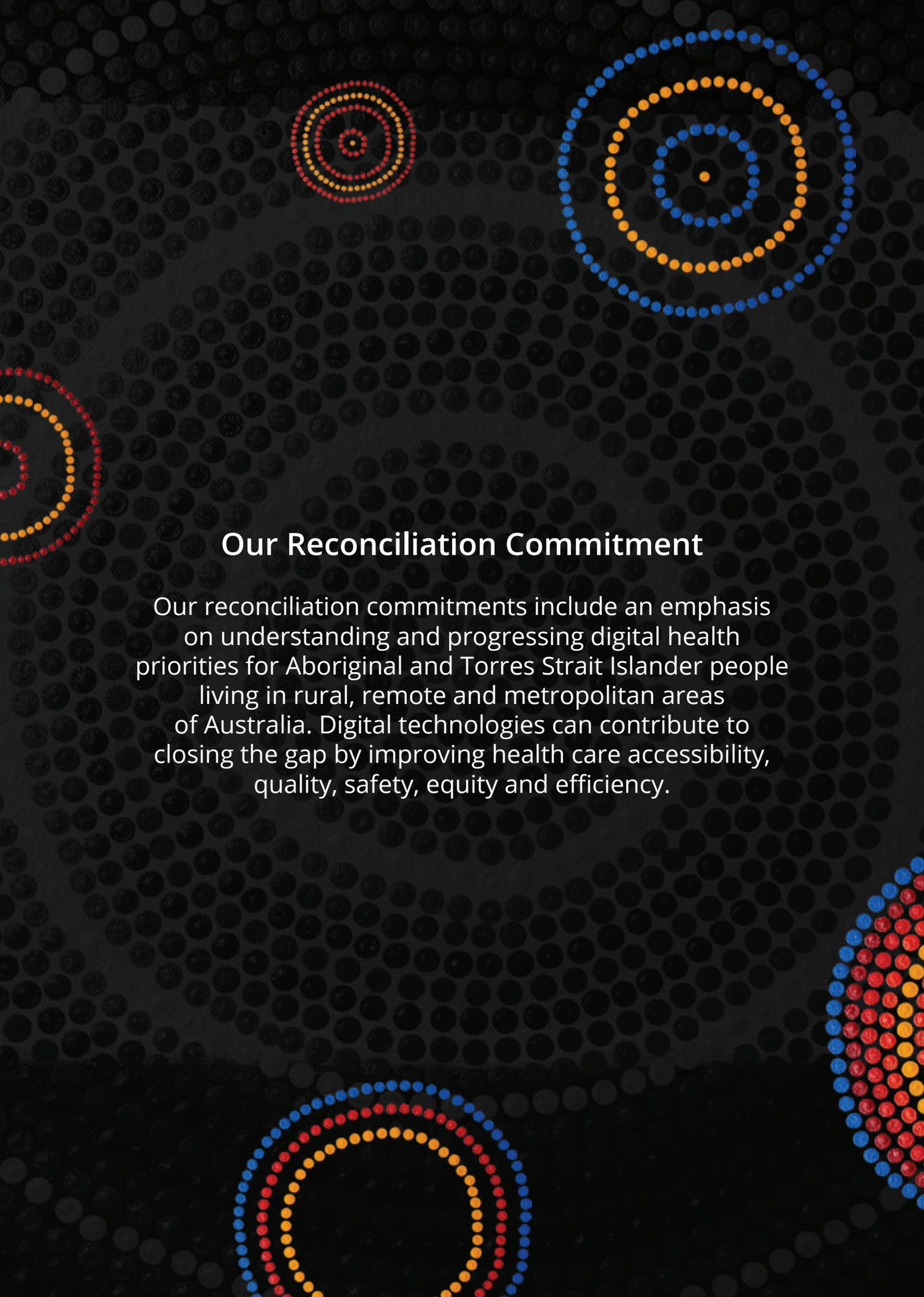
Reconciliation is about moving forward together as one, understanding and respecting each other's cultures, beliefs and values, and living, working and sharing this sacred land in harmony.



Steve Renouf

Consumer Advocate
Aboriginal and Torres Strait Islander Champion
and Co-Chair Reconciliation Working Group





Our Reconciliation Commitment

Our reconciliation commitments include an emphasis on understanding and progressing digital health priorities for Aboriginal and Torres Strait Islander people living in rural, remote and metropolitan areas of Australia. Digital technologies can contribute to closing the gap by improving health care accessibility, quality, safety, equity and efficiency.

Our Vision for Reconciliation

Our vision for reconciliation is nurturing a vibrant, inclusive and connected Australia that respects Aboriginal and Torres Strait Islander heritage and cultures, and values justice and equity for all Australians. We will work closely with stakeholders, partners and communities across Australia to make this a reality throughout our organisation and the services we provide.

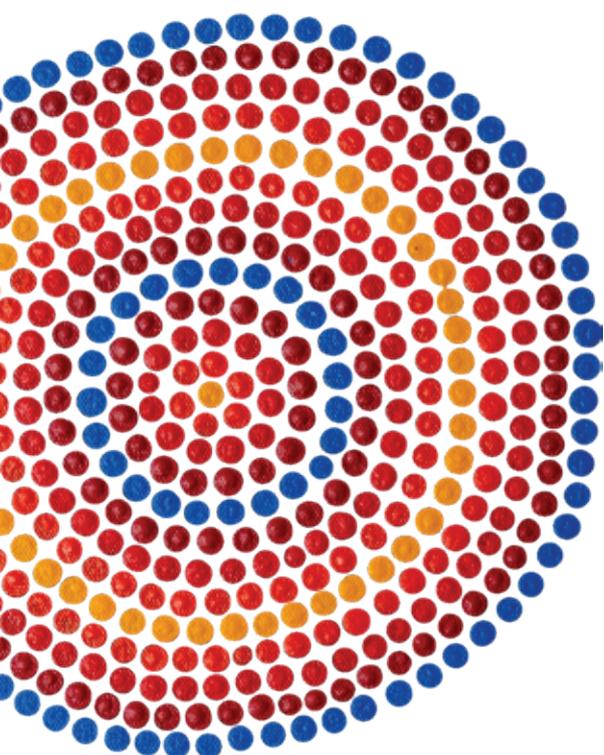
Along with the programs we deliver, this RAP is one of the tools we are using to build positive relationships and trust between all Australians.

As the leading Australian government agency for digital healthcare, our relationships with Aboriginal and Torres Strait Islander communities are critical to how we operate and the outcomes we achieve.

The scale of our operations means we are in a privileged position to enable positive change and we believe we can leverage this to achieve genuine and meaningful outcomes with and for Aboriginal and Torres Strait Islander peoples, businesses and communities.

Our Reflect RAP articulates the Agency's vision for reconciliation and:

- details our activities to build positive relationships and provide equitable opportunities with and for Aboriginal and Torres Strait Islander peoples
- provides a framework with a clear indication on how our Agency strives to build reconciliation during 2020-2021
- explores how reconciliation can advance our business and organisational objectives that contribute toward the national effort to close the gap between Aboriginal and Torres Strait Islander Australians and non-Aboriginal and Torres Strait Islander Australians
- commits us to continue to promote understanding and celebration of Aboriginal and Torres Strait Islander peoples, communities, cultures, heritage and aspirations within the Agency
- supports and guides us as members of personnel to build positive relationships between all Australians.



Our Partnerships and Current Activities

We are committed to reconciliation, demonstrated by our collaborations and advocacy activities since the Agency launched in 2016.

The Agency has developed several enterprise programs and policies that support a more inclusive, diverse and united workforce, and other activities servicing rural and remote communities where there are a high proportion of Aboriginal and Torres Strait Islander healthcare recipients.

As we continue to partner with community to help deliver better health outcomes and experiences and encourage more Aboriginal and Torres Strait Islander peoples into all levels of the Agency, this Reflect RAP provides a consolidated approach for our Executive, personnel and partners on the importance of Aboriginal and Torres Strait Islander peoples, perspectives and protocols across everything we do.

Key Collaborations

In fulfilling the Agency's vision to enhance healthcare for every Australian, the Agency has contracted several organisations to provide culturally appropriate education services to Aboriginal and Torres Strait Islander communities. The Agency has ongoing relationships with:

- The National Aboriginal Community Controlled Health Organisation (NACCHO)
- The NACCHO State and Territory Affiliate members:
 - Aboriginal Health Council of Western Australia (AHCWA)
 - Aboriginal Medical Services Alliance NT (AMSANT)
 - Aboriginal Health Council of South Australia (AHCSA)
 - Queensland Aboriginal and Islander Health Council (QAIHC)
 - Aboriginal Health & Medical Research Council of NSW (AH&MRC)
 - Winnunga Nimmityjah Aboriginal Health and Community Service (WNAHCS)
 - Victorian Aboriginal Community Controlled Health Organisation (VACCHO)
 - Tasmanian Aboriginal Centre (TAC).

The Agency established partnership arrangements with the NACCHO Affiliates in the 2018-19 financial year to deliver culturally appropriate training and information to healthcare providers and consumers during the My Health Record expansion program. The Agency continues these partnerships to better embed meaningful use of the My Health Record and other digital health tools and services in the Aboriginal community-controlled health sector.

The Agency extends, as a matter of routine invitation, collaboration from:

- The Indigenous Allied Health Association (IAHA),
- The Coalition of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM)
- The National Aboriginal and Torres Strait Islander Health Worker Association (NATSIHWA)
- The Australian Indigenous Doctors' Association (AIDA)

The Agency has formal relationships with clinical peak bodies including:

- The Royal Flying Doctor Service
- The Institute for Urban Indigenous Health (IUIH).

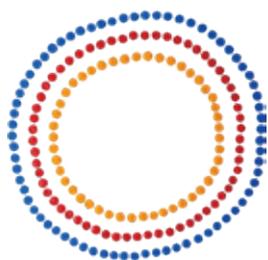
Focus Area: Introducing My Health Record to community

My Health Record is a strategic imperative for the Agency. During the My Health Record Expansion Program, the Agency was committed to building awareness and understanding with Aboriginal and Torres Strait Islander peoples and health services, to ensure they had the information they needed to make informed decisions.

This commitment to increasing awareness, education and digital literacy for Aboriginal Health Services and communities continues following the completion of the opt out period.

Some of the activities that the Agency has undertaken include:

- holding Aboriginal and Torres Strait Islander health services workshops on the My Health Record Expansion in each capital city during May 2018, with a national workshop held in Adelaide on 16 October 2018
- delivering, in partnership with the Affiliates and Primary Health Networks (PHNs), at least one education session on My Health Record to all 146 NACCHO member organisations that provide clinical services prior to the beginning of opt out
- seeking a broad range of input and feedback to inform how to meet the diversity of language and literacy needs of Aboriginal and Torres Strait Islander consumers, consistently and respectfully.

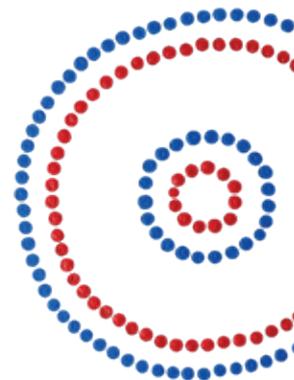


Above: Brian Peacock, Agency staff member and member of the Reconciliation Working Group, promoting My Health Record at a Brisbane NAIDOC Week function (July 2019).

- To ensure appropriate communication materials were developed prior to and during the My Health Record opt out period, the Agency:
 - partnered with AH&MRC to develop storybooks for youth, adults and carers/ guardians
 - created a series of videos featuring Aboriginal and Torres Strait Islander peoples speaking about their experiences using the My Health Record
 - made tailorable materials available via the Affiliates and PHNs to populate with locally relevant imagery
 - translated print materials into Yumplatok and Kriol
 - translated audio and video materials into fifteen Aboriginal and Torres Strait Islander languages (languages chosen based on 2016 Census data)
 - developed enhanced consumer support services for Aboriginal and Torres Strait Islander people who do not have access to, choose not to, or are unable to use the phone or online channels to elect not to be registered for My Health Record
 - contracted five PHNs to develop and implement remote access plans for communicating and directly engaging with Aboriginal and Torres Strait Islander consumers living in very remote regions. These were delivered with assistance and support from the Agency's Aboriginal Community Liaison Officers and Education Team
 - partnered with the Department of Human Services (DHS) to provide My Health Record information through the DHS Mobile Service Centres.

Ongoing work:

- My Health Record 'Communities of Excellence' are being established to connect key stakeholders, influencers and service delivery partners in Hedland, WA and Emerald, QLD. In Hedland, one of the consumer groups of focus will be Aboriginal and Torres Strait Islander peoples.
- The Agency is undertaking an analysis of Aboriginal Medical Services in the Northern Territory who have demonstrated high use of My Health Record to identify key enablers and best practices that can be communicated to and replicated by the sector nationwide.





We have an Acknowledgement or a Welcome to Country ceremony in all official Agency events to recognise and pay respects to Aboriginal and Torres Strait Islander peoples' cultures and heritage. We have also developed protocols and information sheets to support our staff on along our journey of reconciliation.



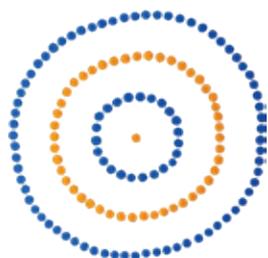
Staff Notice
This space is for all agency staff to share

Education and Engagement

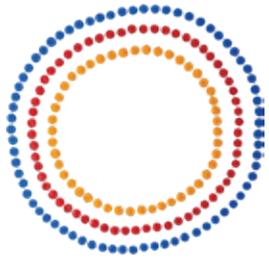
The Agency invests in education and knowledge sharing with its partners and communities.

For example, the Agency:

- established an Aboriginal and Torres Strait Islander Health Service Affiliate Implementation Group in 2018 with membership from NACCHO and NACCHO State and Territory Affiliates. The Affiliate Implementation Group continues to work collaboratively to provide digital health leadership, represent Aboriginal community controlled health sector priorities, highlight opportunities and challenges, to share resources, materials and quality improvement ideas
- contacted Commonwealth and State Indigenous government branches to provide information about the My Health Record expansion and sent information packs to Aboriginal Legal Services, Aboriginal Land Councils and the Congress of Australia's First Peoples
- The Agency also regularly attends relevant conferences to build and strengthen relationships. For example, the Agency has attended:
 - NACCHO Conference held in Brisbane in October 2018
 - NACCHO Ochre Day Men's Health Conference in Hobart in August 2018
 - NAIDOC Aboriginal and Torres Strait Islander Women's Conference in July 2018 in Sydney
 - Winds of Zenadth Cultural Festival on Thursday Island in September 2018
 - Murri Rugby League Carnival in Townsville in October 2018
 - QAIHC's CQI Our Way Forum in Cairns in April 2019
 - National Closing the Gap Indigenous Health Conference in Cairns in May 2019
 - Lowitja Institute International Indigenous Health and Wellbeing conference in Darwin in June 2019
 - Rural Health West Aboriginal Health Conference 2019 in Perth in July 2019
 - NAIDOC Musgrave Park Family Fun Day in Brisbane in July 2019
 - CATSINaM National Professional Development Conference in Sydney in September 2019
 - NATSIHWA Conference in Alice Springs in October 2019
 - AIDA Conference: Disruptive Innovations in Healthcare in Darwin in October 2019



Left: Shannon Ruska, Travis Hodgson and Steve Renouf attending the Agency's National Reconciliation Week function in the Brisbane Office (May 2019).



Increasing Cultural Awareness

We strive to be an inclusive and diverse employer of choice. To achieve this, we recognise the importance of fostering a safe and culturally aware working environment.

A pilot Cultural Awareness Program was run in May 2018 in Sydney, with strong support from personnel in attendance. The outcomes and learnings from the pilot will be used to develop our cultural awareness program which will be implemented nationally.

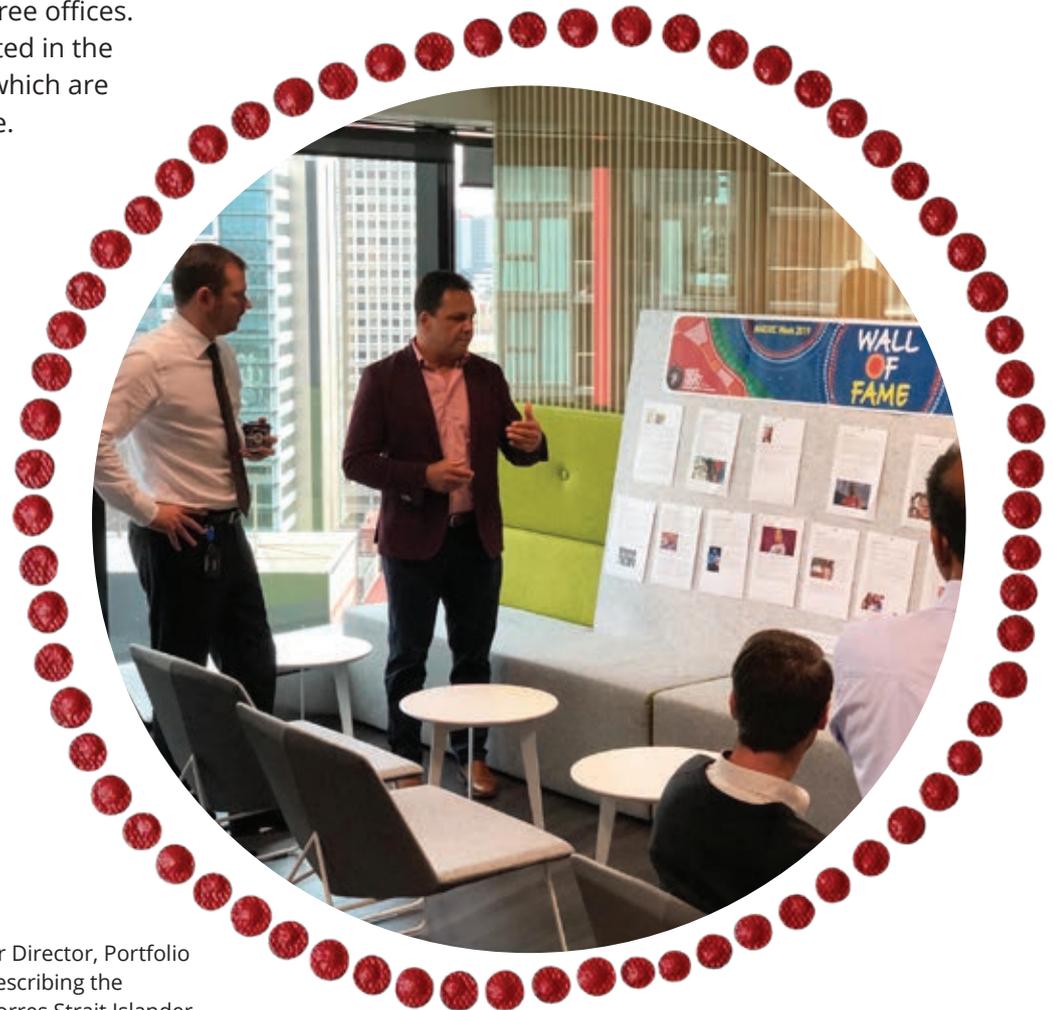
In recognition of National Reconciliation Week and NAIDOC Week 2019, the Agency hosted Aboriginal and Torres Strait Islander Artists in Residence in all three offices. Agency personnel participated in the development of paintings, which are now displayed in each office.

Supporting Aboriginal and Torres Strait Islander Business

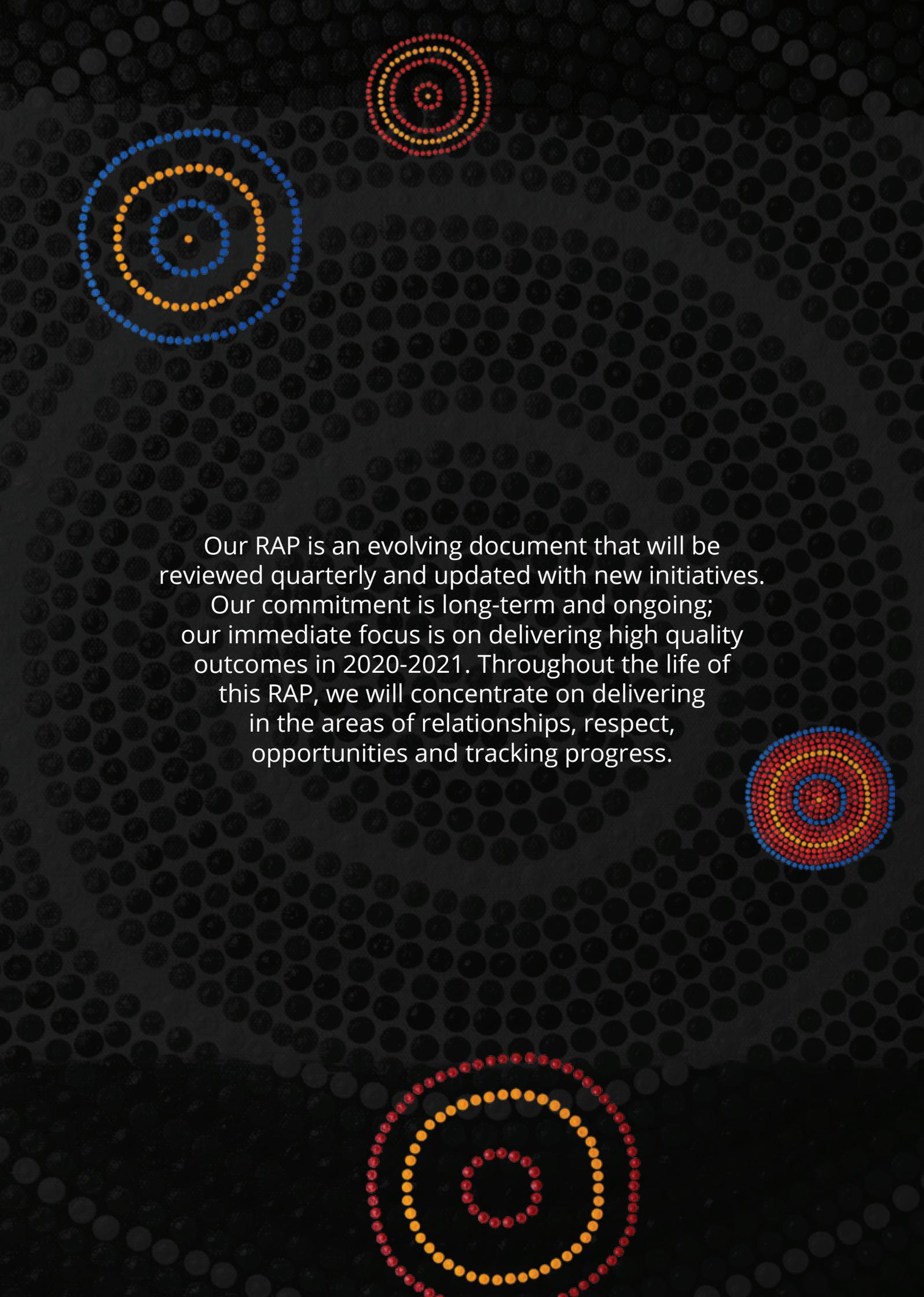
For the first time, the Commonwealth Government has committed to a procurement target for goods and services from Aboriginal and Torres Strait Islander businesses.

The Agency has adopted the Commonwealth Indigenous Procurement Policy and has recently broadened our supply chain to Aboriginal and Torres Strait Islander and social enterprises.

The Agency is working with Supply Nation to identify potential suppliers, which has already resulted in small contracts awarded in creative services.

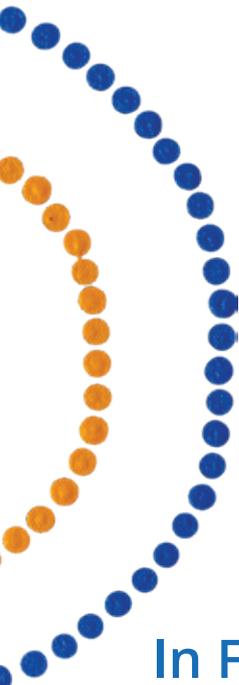


Right: Scott Davies, Agency's Senior Director, Portfolio Performance with Steve Renouf, describing the "Wall of Fame" of Aboriginal and Torres Strait Islander peoples at the Agency's NAIDOC Week function in the Brisbane office (July 2019).



Our RAP is an evolving document that will be reviewed quarterly and updated with new initiatives.

Our commitment is long-term and ongoing; our immediate focus is on delivering high quality outcomes in 2020-2021. Throughout the life of this RAP, we will concentrate on delivering in the areas of relationships, respect, opportunities and tracking progress.



In Flight Programs

Aboriginal and Torres Strait Islander Youth Digital Health Workshop

Sponsoring and/or hosting an Aboriginal and Torres Strait Islander youth digital health workshop open to people aged 10-17 years.

Elder-in-Residence Program

Aimed at increasing understanding and education through engagement with community Elders. Invite an Elder from each community to do quarterly Lunch and Learn sessions on issues effecting their communities, building culture etc. Two professional 'lunchbox sessions' a year.

Establish Agency mentoring program

Aboriginal and Torres Strait Islander staff to mentor Agency employees – cultural awareness and capability building Senior and Executive Leadership team to mentor Aboriginal and Torres Strait Islander employees looking to move in to more senior roles. Providing unique work opportunities for current staff, both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander to share knowledge and upskill, in a variety of locations, offers an innovative and progressive approach towards closing the gap.



Aboriginal and Torres Strait Islander Champions

Invest in developing the capabilities of Aboriginal and Torres Strait Islander employees

Leadership training for mid-level employees

Employee Cultural Immersion and Industry Exchange

The Jawun APS Secondment Program is open to high-performing, highly-skilled executive level employees, who are flexible, resilient and are prepared to be taken out of their comfort zone to work for a six-week period in an Aboriginal and Torres Strait Islander organisation. Jawun also offers 6-12 week Empowered Communities secondments to personnel.

Cultural immersion – Partnership exchange

The Agency works with a range of partners to deliver projects across Australia. A unique opportunity exists to work with a partner such as Telstra Health or the Coalition of Peaks to send an Agency member to a remote community to work with them for 4 weeks, and have one of their employees join us and gain exposure across our three offices.

Aboriginal and Torres Strait Islander Graduate Program

The Agency will engage 3 Aboriginal and Torres Strait Islander university graduates for a one-year rotational program.

The Agency strives to proactively build and maintain internal and external relationships to ensure we are an employer of choice for Aboriginal and Torres Strait Islander people, to improve Aboriginal and Torres Strait Islander health outcomes via digital health initiatives and to mitigate against creating disadvantage through a digital divide.

Right: Steve Renouf, Consumer Advocate and Aboriginal and Torres Strait Islander Champion and Co-Chair Reconciliation Working Group.



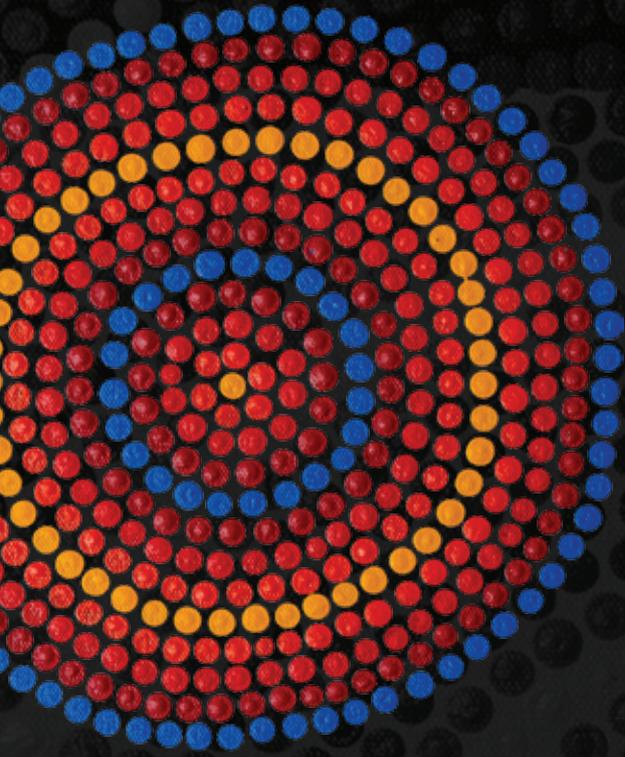


Relationships

The Agency strives to proactively build and maintain internal and external relationships to ensure we are an employer of choice for Aboriginal and Torres Strait Islander peoples, to improve Aboriginal and Torres Strait Islander health outcomes via digital health initiatives and to mitigate against creating disadvantage through a digital divide.

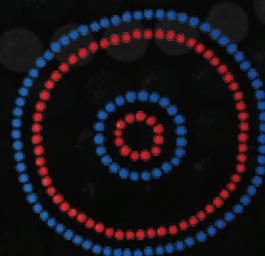
Action	Deliverables	Timeline	Lead
(1) Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	(a) Identify and engage with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	June 2021	Director, Community Engagement and Director, Partnerships
	(b) Establish a Senior Executive Leadership Team and Elders Listening Forum and Yarning Circle program	December 2020	CEO and Chair, RAP Working Group
	(c) Research best practice and principles that support engagement and partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	June 2021	Director, Community Engagement
(2) Promote reconciliation through our sphere of influence	(a) Explore opportunities to work collaboratively with government, industry and other like-minded organisations throughout our reconciliation journey	December 2020	Chair, RAP Working Group
	(b) Identify external stakeholders that our organisation can engage with on our reconciliation journey	June 2021	Director, Community Engagement and Director, Partnerships
	(c) Develop and implement a plan to raise awareness amongst all personnel across the organisation about our RAP and commitment to reconciliation	June 2021	Chair, RAP Working Group
	(d) Develop a monitoring and evaluation framework to assess Agency digital health deliverables aligned with the Sustainable Development Goals and Closing the Gap objectives	December 2020	Chair, RAP Working Group
	(e) Report on RAP progress in appropriate communication platforms including the strategic and operational plans, annual reports and internal and external websites	June 2021	Chair, RAP Working Group
	(f) Include at least 2 speakers with a focus on Aboriginal and Torres Strait Islander health (for example, social determinants of health, social and emotional wellbeing, intergenerational trauma) in Grand Rounds Schedule	June 2021	Chief Medical Officer in collaboration with RAP Working Group

Action	Deliverables	Timeline	Lead
(3) Promote positive race relations through anti-discrimination strategies	(a) Conduct a review of HR policies and procedures to identify opportunities to better articulate, support and recognise Aboriginal and Torres Strait Islander people in our workforce	December 2020	Director People and Capability
	(b) Research best practice and policies in areas of race relations and anti-discrimination	October 2021	Director, People and Capability and Director, Community Engagement
(4) Build relationships through celebrating National Reconciliation Week (NRW)	(a) Circulate Reconciliation Australia's NRW resources and reconciliation materials to personnel via internal newsletter	May 2021	Director, Communications
	(b) Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 2021	Chair, RAP Working Group
	(c) RAP Working Group to participate in an external NRW event	October 2021	Chair, RAP Working Group



Together we find solutions

The work the Agency undertakes across Australia has created opportunities to connect with many different organisations, businesses and people. We have found that being open about issues and solutions allows us to establish more meaningful partnerships.



What we are learning

Our journey has recently begun and we are willing to take on valuable insights, which we share below.

Reconciliation is a long-term commitment

This is the start of our journey and we are prepared to commit the time for closing the gap and reconciling with Aboriginal and Torres Strait Islander peoples. Our staff represent a range of cultures and backgrounds that we need in our reconciliation journey.

Understanding through storytelling

We have found storytelling to be helpful in improving staff understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and the challenges faced by Aboriginal and Torres Strait Islander peoples. As a result, we invite Aboriginal and Torres Strait Islander peoples to share their stories at key events in the department, via “Lunch and Learn” and inviting Aboriginal and Torres Strait Islander peoples to share their stories at official event.



The Agency abides by the Australian Public Service Code of Conduct and Values and extends respect to the wider community by continuing to invest in raising awareness and understanding about Aboriginal and Torres Strait Islander cultures and engaging in significant cultural activities.

Action	Deliverables	Timeline	Lead
(1) Increase understanding, value and recognition of Aboriginal and Torres Strait Islander Peoples Cultures, Histories, Knowledge and Rights through cultural learning	(a) Conduct a benefit and needs analysis for cultural learning across our organisation	December 2020	Chair, RAP Working Group
	(b) Develop an implementation plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	December 2020	Chair, RAP Working Group
	(c) Foster cultural awareness in the Agency through implementing cultural awareness training with staff completion rate of 75%	December 2020	Director, People and Capability and Chair, RAP Working Group
	(d) Foster awareness of Aboriginal and Torres Strait Islander cultures in the workplace and measure improvement through the annual APS Employee and Agency Engagement Census	June 2021	Director, People and Capability

Action	Deliverables	Timeline	Lead
(2) Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	(a) Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within the Agency's organisation's operational areas	May 2021	Chair, RAP Working Group
	(b) Consult with local Traditional Owners or Custodians of the lands and waters to review and update, as necessary, office and meeting room names complemented with traditional references	May 2021	Chair, RAP Working Group
	(c) Increase personnel understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols and include Acknowledgement of Country as first item on Agenda templates	October 2021	Director, Communications and Chair, RAP Working Group
	(d) Invite Traditional Owners to perform Welcome to Country at significant events (e.g. NAIDOC, Close the Gap, National Reconciliation week, World Indigenous Day)	October 2021	Chair, RAP Working Group
	(e) Display Aboriginal and Torres Strait Islander flags and artwork at Agency buildings in accordance with cultural protocols	October 2021	Director, Facilities and Security Services
(3) Build respect for Aboriginal and Torres Strait Islander cultures and histories through key cultural events, such as NAIDOC Week, Closing the Gap, Reconciliation Week, Sorry Day, Anniversary of National Apology Day, 1967 Referendum and Mabo Day	(a) Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	November 2020 July 2021	Chair, RAP Working Group
	(b) Agency to participate in an external NAIDOC Week event	November 2020 July 2021	Chair, RAP Working Group
	(c) Promote and encourage personnel participations in local events	November 2020 July 2021	Chair, RAP Working Group



Opportunities

The Agency is continually improving its efforts to explore new opportunities to improve business practices with the wider Aboriginal and Torres Strait Islander communities, and value the contributions made by our Aboriginal and Torres Strait Islander personnel.

Action	Deliverables	Timeline	Lead
(1) Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	(a) Review the Aboriginal and Torres Strait Islander Employment Strategy and implement improvements with at least 2.6% of personnel identifying as Aboriginal and/or Torres Strait Islander people	June 2021	Director, People and Capability
	(b) Consult with the Australian Public Service Commission regarding recruitment and retention best practice based on the Indigenous Employment Kit	June 2021	Director, People and Capability
	(c) Develop and implement an attraction and retention plan to promote the Agency as an employer of choice for Aboriginal and Torres Strait Islander job seekers	December 2020	Director, People and Capability
	(d) Invite current Aboriginal and Torres Strait Islander personnel to inform best practices to ensure Aboriginal and Torres Strait Islander personnel can thrive at the Agency	June 2021	Director, People and Capability
	(e) Participate in community, government and recruitment fairs or events	October 2021	Director, People and Capability and Director, Communications
(2) Improve digital health literacy for Aboriginal and Torres Strait Islander communities, students and the health workforce	(a) Investigate the development of a digital health literacy education program for Aboriginal and Torres Strait Islander communities with digital health literacy needs analysis	June 2021	Director, Community Engagement
	(b) Engage with the Vocational Education Training and university sectors to identify opportunities to incorporate digital health into curriculum and core competency frameworks for Aboriginal health care workers	October 2021	CCIO and GM Workforce and Education
	(c) Co-design, deliver and maintain a My Health Record and digital health eLearning module for Aboriginal Health Practitioners that has CPD accreditation with co-design course outline	October 2021	Director, Community Engagement and CCIO and GM Workforce Development

Action	Deliverables	Timeline	Lead
(3) Launch Aboriginal and Torres Strait Islander employment pathways	(a) Enable the Agency to attract Aboriginal and Torres Strait Islander students as part of a structured work experience program with 3 Work Experience Students Placements	October 2021	Director, People and Capability
	(b) Enable the Agency to attract Aboriginal and Torres Strait Islander personnel as part of a structured digital health graduate program with 3 Placements	October 2021	Director, People and Capability
(4) Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	(a) Promote the Commonwealth Procurement Guidelines Exemption by procuring goods and services from Aboriginal and Torres Strait Islander businesses (with at least 50 per cent Aboriginal and/or Torres Strait Islander ownership)	December 2020	Chief Finance Officer
	(b) Develop an implementation plan for procurement from Aboriginal and Torres Strait Islander owned businesses for key events	June 2021	Chief Finance Officer
	(c) Annually renew Supply Nation membership	June 2021	Chief Finance Officer
(5) Support improved health outcomes for Aboriginal and Torres Strait Islander communities through the effective use of digital health	(a) Establish a Communities of Excellence model that can be replicated across Aboriginal and Torres Strait Islander communities	June 2021	GM, Strategic Programs and Work Plan Development
	(b) Support the NACCHO State and Territory Affiliate members to increase the effective use of My Health Record and digital health uptake amongst member organisations	October 2021	Director, Community Engagement
	(c) Continue to provide support to Aboriginal Community Controlled Health Services via education and information sessions face to face or via webinar	June 2021	Director, Adoption and Clinical use

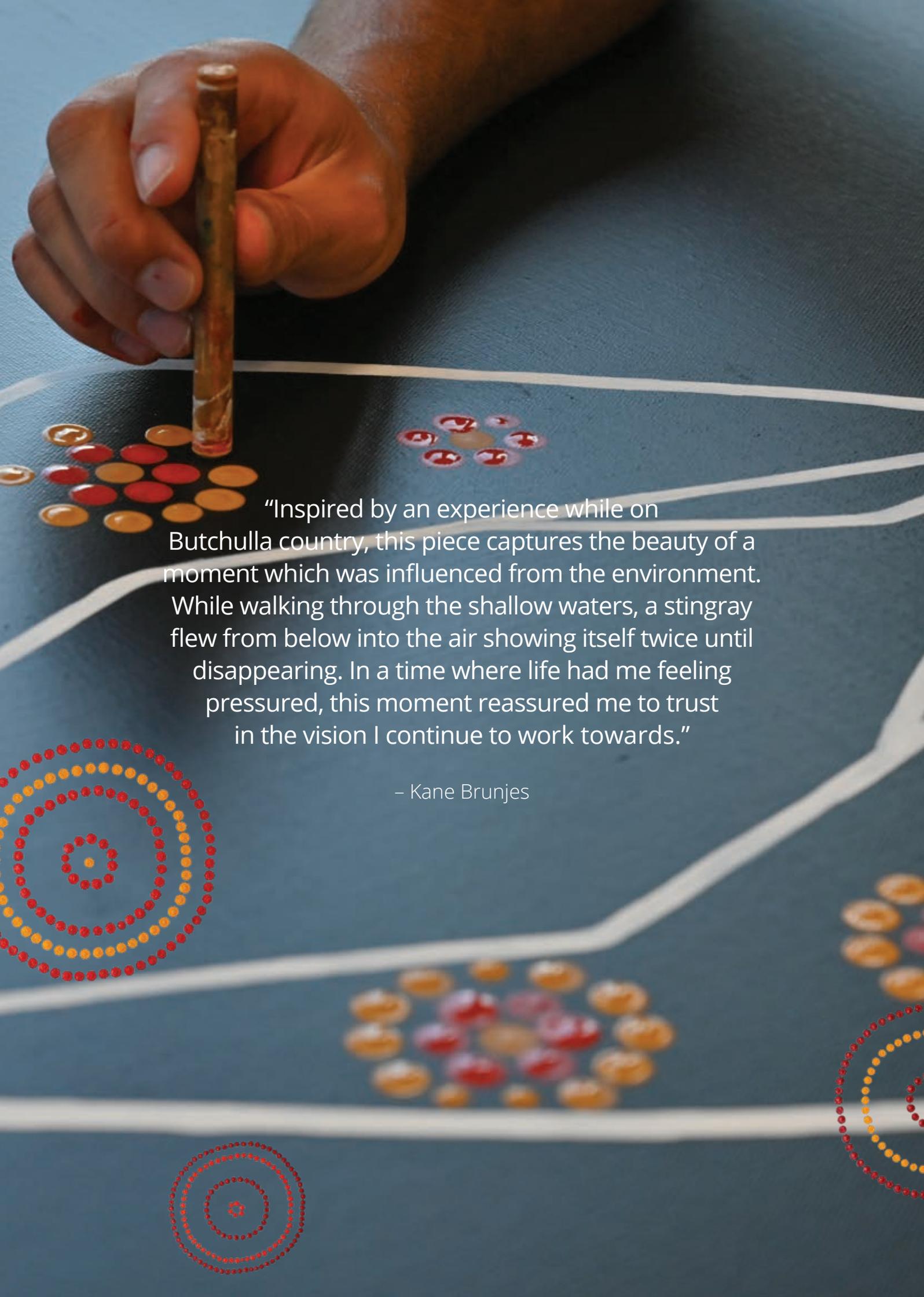


Governance and Tracking Progress

The Agency is committed to achieving the goals and targets set in our inaugural RAP. Implementation and progress against our set targets will be measured to ensure accountability, ongoing learning and improvement as we continue our reconciliation journey.

Action	Deliverables	Timeline	Lead
(1) Build support for the RAP and provide appropriate support for effective implementation of RAP commitments	(a) Report on RAP progress in appropriate communication platforms including the strategic and operational plans, annual reports and internal and external websites	June 2021	Director, Communications and Chair, RAP Working Group
	(b) Identify Agency staff to advocate RAP actions as champions in each of the 3 offices	October 2020	Chair, RAP Working Group
	(c) Define resource needs for RAP implementation	June 2021	Chair, RAP Working Group
	(d) Engage senior leaders in the delivery of RAP commitments	October 2021	Chair, RAP Working Group
	(e) Define appropriate systems and capability to track, measure and report on RAP commitments	December 2020	Chair, RAP Working Group

Action	Deliverables	Timeline	Lead
(2) Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	(a) Establish Aboriginal and Torres Strait Islander representation on the RWG	October 2020	Chair, RAP Working Group
	(b) Agree terms of reference for the RWG	October 2020	Chair, RAP Working Group
	(c) Establish and promote meeting schedule for the RWG to review progress of the RAP deliverables	June 2021	Chair, RAP Working Group
(3) Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	(a) Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	October 2021	Chair, RAP Working Group
	(b) Present routine updates to the Agency's Senior Leadership Team forums on a quarterly basis	June 2021	Chair, RAP Working Group
	(c) Publicly report progress against our reconciliation actions through our Corporate Plan and Annual Report	October 2021	GM Governance and Chair, RAP Working Group
(4) Continue our reconciliation journey by developing our next RAP	(a) Register via Reconciliation Australia's website to begin developing our next RAP	May 2021	Chair, RAP Working Group
	(b) Work with Reconciliation Australia complete our next RAP	June 2021	Chair, RAP Working Group



“Inspired by an experience while on Butchulla country, this piece captures the beauty of a moment which was influenced from the environment. While walking through the shallow waters, a stingray flew from below into the air showing itself twice until disappearing. In a time where life had me feeling pressured, this moment reassured me to trust in the vision I continue to work towards.”

– Kane Brunjes



Above: Kane Brunjes handing over the completed painting commissioned by the Agency to Ronan O'Connor, Agency's Executive General Manager Infrastructure Operations (June 2019).

About the Artist

Kane Brunjes is a Gunggari, Kabi Kabi man practicing in both public and gallery realms. Through his art practice Brunjes aims to solidify and represent a visual portrayal of how he views and reacts to the environment surrounding him with consideration to history and story.

As he explains, "My Yurdi (meat) is the brown snake coming from my mother Christine Iris Brunjes, a Gunggari, Kabi Kabi woman, with country connections to old Tongy station, nearby Mitchell, in South West Queensland, and the area surrounding Childers, on the East coast of Queensland." Now working with Birrunga Gallery he intends to push the limitations within all areas of his art.

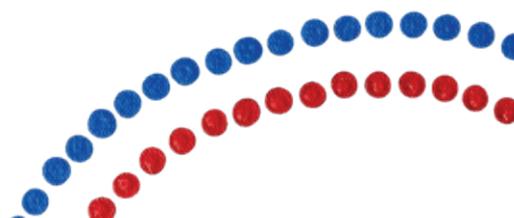
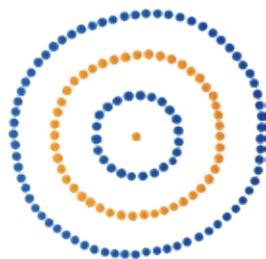




Brunjes has been an active member of Barambah Pottery working alongside other artists continuing the creation of ceramic art in Cherbourg. He is also a part of Digi Youth Arts, an organisation that shares the stories of Aboriginal and Torres Strait Islander young people. These significant groups inspire his work and have influenced the development of his arts practice in recent years.

“Relating to the qualities of reflection this piece captures both physical and ideological concepts. This is seen in the repetitive aspect of design with the mirrored fish, the overlaid line work, and the basis of working with the reflective nature of water. It also creates a sense of reasoning for one to ponder on the existence of our waterways and their relevance within our lives.”

– Kane Brunjes



Credits

Pages 1, 2, 4, 6, 12, 14, 19, 23, 28 and 40 – Photo of "My Identity" painting by Sarah Richards, photography by Sam Yeomans from the Australian Digital Health Agency.

Notice of Custodial Interest of the Wongaibon Community: *This artwork embodies traditional ritual knowledge of the Wongaibon community. It was created with the consent of the Custodians of the community. Dealing with any part of the artworks for any purpose that has not been authorised by the Custodians is a serious breach of the customary laws of the Wongaibon community.*

Page 2 – Photo of Sarah Richards, photography by Rohan Thomson.

Page 7 – Photo of Amanda Cattermole, photography by Andrew Sikorski.

Page 9 – Photo of Karen Mundine, photography by Joseph Mayers.

Page 10 – Photo of Shannon Ruska, photography by Shutterstock.

Page 11 – Photo of Travis Hodgson, Steve Renouf and John Gottschalk, photography by Shutterstock.

Page 13 – Photo of Travis Hodgson, photography by Shutterstock. Photo of Steve Renouf, photography by Shutterstock.

Page 17 – Photo of Brian Peacock, photography by Tara Edgar from the Australian Digital Health Agency.

Page 20 – Photo of Shannon Ruska, Travis Hodgson and Steve Renouf, photography by Shutterstock.

Page 22 – Photo of Scott Davies and Steve Renouf, photography by Kristan Nagy from the Australian Digital Health Agency.

Page 25 – Photo of Steve Renouf, photography by Shutterstock.

Page 36 – Photo of "Stingray" painting by Kane Brunjes, photography by Shutterstock. Notice of Custodial Interest of the Ungari Community: *This artwork embodies traditional ritual knowledge of the Ungari community. It was created with the consent of the Custodians of the community. Dealing with any part of the artworks for any purpose that has not been authorised by the Custodians is a serious breach of the customary laws of the Ungari community.*

Page 37 – Photo of Kane Brunjes and Ronan O'Connor, photography by Shutterstock. Photo of Kane Brunjes, photography by Shutterstock.

Page 38 – Photo of "Reflection" painting by Kane Brunjes, photography by Suzanne Manning from the Australian Digital Health Agency. Notice of Custodial Interest of the Ungari Community: *This artwork embodies traditional ritual knowledge of the Ungari community. It was created with the consent of the Custodians of the community. Dealing with any part of the artworks for any purpose that has not been authorised by the Custodians is a serious breach of the customary laws of the Ungari community.*

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