

Innovate

Reconciliation Action Plan October 2023 – October 2025



Australian Government
Australian Digital Health Agency



RECONCILIATION
ACTION PLAN
INNOVATE

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Acknowledgement of Country

The Australian Digital Health Agency acknowledges and pays respect to Aboriginal and Torres Strait Islander peoples, whose ancestral lands and waters we live and work on throughout Australia.

Our offices are located on the traditional lands of the Turrbal people in Brisbane, Ngunnawal people in Canberra and Gadigal people in Sydney.

Turrbal People

The Turrbal are the Traditional Owners of the land on which our Brisbane office is located. The Turrbal people's traditional lands extend over some 3,400 km and lie 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 700 km 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 2,100 km, extending from Queanbeyan to Yass, Tumut and Boorowa. We also recognise any other people or families with connection to the lands of the ACT and region.

We honour the wisdom of and pay respect to Elders past and present and acknowledge the cultural authority of Aboriginal and Torres Strait Islander peoples across Australia.



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About the Reconciliation Action Plan: Innovate

The Agency is proud to present the Reconciliation Action Plan (RAP): Innovate, a strategic framework that outlines our commitment to reconciliation and improving health outcomes for Aboriginal and Torres Strait Islander peoples. This RAP is designed to guide our organisation towards fostering meaningful relationships, promoting cultural awareness and addressing the health disparities faced by Aboriginal and Torres Strait Islander communities.

Reconciliation lies at the heart of our values, and we recognise the importance of acknowledging and addressing the historical injustices that have impacted Aboriginal and Torres Strait Islander peoples in Australia. As a steward for digital health in Australia, we have a unique responsibility to contribute to closing the health gap and creating a more equitable and inclusive healthcare ecosystem.

This RAP represents our commitment to working collaboratively with Aboriginal and Torres Strait Islander communities, employees, stakeholders and Reconciliation Australia to drive positive change. Through this RAP we aim to enhance digital health literacy, provide culturally safe and accessible digital health services and empower Aboriginal and Torres Strait Islander communities to leverage digital technologies for improved health outcomes.

This RAP is rooted in the principles of respect, recognition and empowerment. It reflects our vision of a future where all individuals, regardless of their cultural background, have equal access to and benefit from digital health solutions that meet their specific needs. We recognise that achieving this vision requires active engagement, collaboration and a sustained commitment to reconciliation in the digital health domain.

The RAP outlines key initiatives and strategies that will guide the Agency actions over the coming years. These initiatives include building meaningful relationships with Aboriginal and Torres Strait Islander communities, engaging with Indigenous digital health experts, developing culturally tailored digital health resources and tools and addressing the digital divide to ensure equitable access to digital health technologies.





We acknowledge that this is a dynamic and evolving journey and we remain committed to learning, adapting and continually improving our efforts. We recognise the importance of ongoing consultation, feedback and engagement from Aboriginal and Torres Strait Islander communities, employees, stakeholders and experts in the field of health to ensure the effectiveness and cultural appropriateness of our digital health initiatives.

We invite all members of our organisation and the broader digital health community to join us on this journey of reconciliation, understanding and collaboration. Together, we can make a significant impact in addressing health disparities, promoting digital health literacy and advancing the wellbeing of Aboriginal and Torres Strait Islander peoples through the power of digital technologies.

By implementing the initiatives outlined in the RAP, we demonstrate our commitment to reconciliation, empower Aboriginal and Torres Strait Islander communities in digital enablement and contribute to building a more inclusive and equitable healthcare ecosystem that honours and respects the diverse cultures and histories of Australia's Aboriginal and Torres Strait Islander peoples.





About the art

'Seeds' created in 2021, represents how our Country has sustained us for over 65,000 years, our circle of life. Our culture has a strong connection with Country, we understand this of our great teacher. We listen to the messages that whisper through every plant, animal and tree. Our culture has held strong since time immemorial by listening to these whispers.

About the artist

Philomena Yeatman is a Gunggandji woman, born in Cairns in 1960 and raised at Yarrabah Community near Cairns in northern Queensland. Philomena's mother's side is Gunggandji and her father's side is Kuku Yalanji. She began her career in the arts in 1991. At first, she experimented with print and jewellery making and shortly after embraced weaving, ceramics and painting. Philomena is a renowned weaver. Learning traditional practices from her grandmother who taught her how to make baskets and mats using pandanus, cabbage palm and natural dyes found in Country, she is passionate about maintaining traditional knowledge. Her vibrant weaving is inspired by traditional forms that were used to carry food collected from the sea and rainforests.





Our vision for reconciliation

The Australian Digital Health Agency envisions a future where reconciliation is at the core of digital health; where Aboriginal and Torres Strait Islander peoples have equal access to and benefit from digital health technologies; and where cultural safety, respect and empowerment are embedded in every aspect of digital healthcare.

Our vision is to contribute to closing the gap and improving health outcomes for Aboriginal and Torres Strait Islander communities through the effective and meaningful use of digital technologies. We strive for a health ecosystem that recognises and addresses the historical injustices faced by Indigenous peoples, promotes cultural awareness and actively works towards achieving health equity.

In this future, digital health solutions are co-designed with Aboriginal and Torres Strait Islander communities, ensuring their voices, knowledge and aspirations are central to the development and implementation of digital health programs, policies and services. We envision a landscape where culturally tailored and accessible digital health resources are readily available, enabling Aboriginal and Torres Strait Islander individuals and communities to manage their health and wellbeing in ways that align with their unique cultural and social contexts.





Our vision extends beyond technology. It encompasses building strong, respectful and collaborative relationships with Aboriginal and Torres Strait Islander communities, Elders, health organisations and stakeholders. We strive to establish a foundation of trust, understanding and genuine partnership, working together to address the digital divide, increase digital health literacy and promote the cultural safety of digital health interactions.

Through our commitment to reconciliation, we aim to empower Aboriginal and Torres Strait Islander communities to be active participants and leaders in the digital health space. We envision opportunities for employment, capacity building and the promotion of Aboriginal and Torres Strait Islander digital health experts who can guide and shape the future of digital healthcare in Australia.

Our vision for reconciliation in digital health is grounded in respect, recognition and empowerment. We aim to create a digital health environment that reflects the diverse cultures and histories of Aboriginal and Torres Strait Islander peoples, where they have the same opportunities as the broader population to access, engage with and benefit from digital health technologies.

By embracing this vision, we commit to being agents of positive change, driving innovation and contributing to a more inclusive and equitable healthcare system. We recognise that achieving reconciliation requires ongoing learning, collaboration and a willingness to listen and adapt. We are dedicated to working alongside Aboriginal and Torres Strait Islander communities, continually improving our efforts and ensuring that the digital health journey is guided by the principles of reconciliation and the pursuit of health equity for all Australians.



A message from our CEO



One of the key contributions the Australian Digital Health Agency is making on the national journey towards reconciliation is empowering Aboriginal and Torres Strait Islander people to participate in the management of their own health and wellbeing. We pride ourselves on having a successful track record of building national digital health capabilities in partnership with Aboriginal and Torres Strait Islander communities. But we know there is much more to be done if we are to be successful in closing the gap in life expectancy and disease burden.

With the burden of disease for Aboriginal and Torres Strait Islander people 2.3 times that of non-Indigenous Australians, providing access to culturally appropriate health services – especially in remote communities – is a clear priority for the Agency. However, our role goes well beyond the introduction of new ways and means to access healthcare.

Good health for Aboriginal and Torres Strait Islander people is more than the absence of disease or illness. It is a holistic concept including physical, social, emotional, cultural and spiritual wellbeing at the individual and community levels.

This is why the Australian Digital Health Agency is fully committed to:

- delivering value to Aboriginal and Torres Strait Islander communities working with us
- respectful partnership with Aboriginal and Torres Strait Islander-controlled health organisations to improve health outcomes for the communities they serve
- ongoing collaboration with Aboriginal and Torres Strait Islander communities to ensure the Agency's approaches are aligned with the principle of self-determination.

As an Australian Government agency, we have a leading role to play in reconciliation. In fulfilling our role as a digital technology innovator building a healthier future for all Australians through connected healthcare, we place the highest value on meeting the expectations of Aboriginal and Torres Strait Islander people and embracing their unique knowledge, experience and expertise across our work program.

Our first Reconciliation Action Plan that began in October 2020 set out a clear vision and practical actions to ensure the Agency is a workplace of choice for Aboriginal and Torres Strait Islander peoples. Its focus has delivered an improvement in our cultural awareness; an increase in our recruitment, retention and engagement of Aboriginal and Torres Strait Islander talent; and a deeper appreciation for customs that we have celebrated together and as a result, have grown into a stronger, more inclusive organisation as a result.

This 2-year Reconciliation Action Plan: Innovate builds on that progress with new levels of enthusiasm and energy and a shared, sustained commitment to Australia's reconciliation journey.

Amanda Cattermole PSM
Chief Executive Officer

A message from the CEO of Reconciliation Australia



Reconciliation Australia commends Australian Digital Health Agency 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 Australian Digital Health Agency 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, Australian Digital Health Agency will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Australian Digital Health Agency is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations Australian Digital Health Agency on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

*Chief Executive Officer
Reconciliation Australia*



Our business

About the Australian Digital Health Agency

When it comes to improving the health and wellbeing of all Australians, the role of digital innovation and connection is a vital part of a modern, accessible healthcare system.

The Australian Digital Health Agency takes a lead in connecting healthcare consumers and providers to a modern healthcare system that ensures Australians can access the care they need, when and where they need it.

The Agency partners with healthcare professionals, consumers, industry and governments to develop and support trusted national health products and services that meet the expectations and needs of consumers and the growing demand for modern, connected healthcare.

Digital health information technology and data can help save lives, improve health and wellbeing and support a sustainable health system that delivers safe, high quality health services.

To do this, we rely on building strong relationships 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.

As at 31 May 2023, the Agency comprised around 400 staff of whom 2.16% (9) identified as Aboriginal and/or Torres Strait Islander (noting that diversity reporting is not mandatory for staff and these figures reflect those that have chosen to self-report in our system). Our target over the next 12 months is to bolster this to 2.6% through a range of fit-for-purpose workforce programs, which will be underpinned by our new Diversity, Inclusion and Belonging Strategy.

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.

The Australian Public Service (APS) Values (also known as the ICARE principles) set out the standard of behaviour expected of APS employees and are the foundation of everything we do.

They are brought to life for staff through the Agency's Workforce Strategy 2021–26, which provides guidance and support to staff about expected behaviours and working together to create a positive, respectful, inclusive place to work.



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:

- We aim to be a leader in diversity and inclusion and recognise the unique skills, knowledge and insights that each person 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.

Our reconciliation journey

The Agency celebrates our successful track record in building national digital health capabilities, in partnership with Aboriginal and Torres Strait Islander communities. The Agency has worked closely with Aboriginal Community Controlled Health Organisations (ACCHOs) to increase digital health understanding and use in services and for consumers. The Agency recognises both the importance of Aboriginal and Torres Strait Islander self-determination in health and the enormous potential that digital health has for improving health outcomes, and so has partnered with the National Aboriginal Community Control Health Organisation (NACCHO) and Affiliates and in each jurisdiction.

The Agency meets formally with representatives from NACCHO and the Affiliates to discuss opportunities and barriers to digital health engagement, problem solve and share learnings in the sector. These partnerships are helping to improve digital health capability of organisations and the communities they support.

We 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 peoples and non-Aboriginal and Torres Strait Islander Australians.

We remain 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 Aboriginal and Torres Strait Islander 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 our RAP: Reflect which commenced in October 2020, we set a clear vision and practical actions to ensure the Agency is a workplace of choice for Aboriginal and Torres Strait Islander peoples.

The focus the RAP has given us has seen an improvement in our cultural awareness and an increase in our recruitment, retention and engagement of Aboriginal and Torres Strait Islander talent. We have also celebrated significant events together, gained a deeper appreciation of customs and become a stronger, more inclusive organisation as a result.

Our RAP: Reflect:

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

Increasing cultural awareness

We have an Acknowledgement or a Welcome to Country ceremony at 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 our journey of reconciliation.

In recognition of National Reconciliation Week 2023, the Agency held an event in each of our 3 locations designed to help our staff be a voice for reconciliation in tangible ways in their everyday lives. We held yarning circles and had open and transparent conversations about the importance of reconciliation with our Aboriginal and Torres Strait Islander staff or speakers leading the conversation.

Aboriginal and Torres Strait Islander Graduate Program

The Agency has engaged an Aboriginal and Torres Strait Islander university graduate for a one-year rotational program. This program is part of the Australian Public Service Commission Graduate Pathways Program.



Case study 1:

Digital records support preservation of bush medicine information

To mark NAIDOC Week 2021, the Agency released a [new video](#) showing the importance of bush medicine in Indigenous culture and health and how My Health Record can be used to manage that information for the holistic care of patients.

Director of Clinical Services and Senior Medical Officer at Gurriny Yealamucka Health Service in Yarrabah Queensland, Yued Noongar man from Dandaragan WA, Dr Jason King, said, 'I ask my patients what bush medicines they are using and include that information in the medical records in our clinic and this feeds into My Health Record.'

The video features Linc Walker, owner and tour guide at Kuku Yalanji Cultural Habitat Tours in Cooya Beach, north of Port Douglas in Queensland, and pharmacist Brad Reilly from Live Life Pharmacy in Port Douglas. The tours have been running for 22 years and were started by Linc and his brother Brandon to help preserve ancient cultural activities and knowledge.

Linc said, 'We use traditional medicine because we've always used it. When we were young it was too far to town, the shops were too far away and so we had to do this. It's part of our life still.'

'Our cultural activities have so much value and we didn't want to lose it. We started learning from all of our Elders, taking the information and the knowledge and developing it for today and for the future.'



Kuku Yalanji man Linc Walker shows local bush medicine to Port Douglas pharmacist Brad Reilly

In the video, Linc welcomes the opportunity to team up with pharmacist Brad Reilly, to show him a range of local bush medicines and describe their applications, including the use of green ants to make 3 different medicines for sore throat and breathing problems and the white fruit of beach lettuce squeezed softly for an eyewash or skin wash.

Mr Reilly said it was an amazing experience learning from Linc, someone who knows so much about the local area.

‘What a lot of people don’t know is that some of the medicines we use day to day here in the pharmacy have their origins from the plants and animals in the lands around us,’ he said. ‘Just because we’re taking it from the pharmacy shelf as a packaged medicine and dispensing it to patients doesn’t dismiss the original source of our modern medicines.’



He marvelled at some of the medicines Linc revealed to him, ranging from treating common warts with a frangipani tree to calming stomachs with the beach hibiscus leaf. When the wattle flowers are on and mullet are fat, mullet soup oil is used by elders when they are sick and sore with aching joints. Brad suggested the fatty acid in the fish oil is working as an anti-inflammatory.

‘It’s fascinating how Linc is able to bring plants and animals from the local area into a medicines context,’ he said.



Mr Walker added, ‘There is a great opportunity for our mob to put this information into My Health Record, to get it down and documented. We’ve never had this opportunity and we’ve never been asked before and it can only better the health of our people. This is an opportunity for people to record information that they can use in the future. For our mob, this is just the start.’

Dr Jill Benson AM works in Aboriginal health and said the Eremophila plant species or Emu Bush is widely used by Aboriginal people across Australia to treat aches and pains as well as minor burns and skin infections.

‘This bush medicine works better than some of my medicines,’ she said. ‘If a patient comes to me, I will sometimes recommend they use this bush medicine first.’

Australian Digital Health Agency CEO Amanda Cattermole said, ‘Aboriginal and Torres Strait Islander people can upload their uses of bush medicine to My Health Record by including it in their personal health summary.

‘This information can be used by healthcare providers to better understand and treat patients and help preserve key cultural heritage.’

The NAIDOC Week 2021 theme, Heal Country, called for greater protections for lands, waters, sacred sites and cultural heritage from exploitation, desecration and destruction.



Reconciliation Working Group

Our Reconciliation Working Group (RWG) formed in 2020 and reports to the People, Capability and Culture Committee, a senior governance forum for the Agency.

The RWG is to help make the Agency a culturally safe and inclusive organisation for Aboriginal and Torres Strait Islander people and support the actualisation of reconciliation in the organisation.

The functions of the RWG include engaging with stakeholders for the implementation of RAP deliverables, reporting on Agency performance against the RAP, identifying and finding solutions to implementation issues and developing future RAPs.

This RAP was developed by the RWG in consultation with Agency staff and endorsed by Reconciliation Australia.

Current members and RWG role

The RWG comprises staff from across the Agency who have volunteered to participate either in specific RWG roles or as general members:

Role title	RWG position
CEO	RAP Champion
Branch Manager Communications and Marketing	Co-Chair
External Consumer Advocate and Aboriginal and Torres Strait Islander Champion	Co-Chair
Senior Legal Counsel	Deputy Chair
HR Business Partner	
Acting Partnerships Manager, Jurisdictions and Private Hospitals	
Stakeholder Engagement Manager	Cultural Officer
Senior Procurement Advisor	Reporting Officer
Graduate, Indigenous Pathway	Location Captain Brisbane
Research and Evaluation Specialist	
Graduate, Generalist	
Education Coordinator	
Acting Partnerships Lead, Aboriginal and Torres Strait Islander people	
Senior Communications Officer	Location Captain Canberra
EPMO Support Officer	



Role title	RWG position
Acting Digital Health Educator	Deputy Chair
Business Support Officer	Location Captain Sydney
Partnerships Manager, Aboriginal and Torres Strait Islander people	
Graduate, Generalist	
Senior IT Support Analyst	
Communications Officer	Secretariat
Digital Health Educator	

The RWG has support from an External Consumer Advocate and Aboriginal and Torres Strait Islander Champion. The CEO of the Agency is the executive sponsor and RAP Champion responsible for driving and championing internal engagement and awareness of the RAP.

What we have learned

Since starting our journey of reconciliation, we have gained valuable insights and lessons. These learnings have shaped our understanding of the importance of reconciliation and have guided our approach to fostering meaningful relationships and driving positive change. The following are key lessons we have learned.

The power of listening and learning

We have recognised the significance of actively listening to the voices, experiences and aspirations of Aboriginal and Torres Strait Islander peoples. By engaging in open and respectful dialogue, we have learned about the historical injustices, cultural richness and unique challenges faced by communities. These insights have deepened our understanding and helped shape our commitment to reconciliation.

Collaboration and partnership

Reconciliation cannot be achieved in isolation. Through collaboration and partnership with Aboriginal and Torres Strait Islander communities, Elders, health organisations and stakeholders, we have learned the importance of working together towards shared goals. Building strong relationships based on trust, respect and cultural understanding has been instrumental in developing effective strategies and programs that help address the health disparities experienced by Aboriginal and Torres Strait Islander peoples.

Cultural safety and awareness

We have recognised the critical role of cultural safety in digital health. Understanding and respecting diverse cultural practices, beliefs and protocols is essential for delivering culturally appropriate digital health services. We have learned that embedding cultural awareness and safety throughout our organisation fosters an environment where Aboriginal and Torres Strait Islander peoples feel respected, valued and empowered in their digital health journeys.



Co-design and community engagement

Through co-designing digital health solutions with Aboriginal and Torres Strait Islander communities, we have learned that community engagement is vital for achieving meaningful and sustainable outcomes. Including Aboriginal and Torres Strait Islander voices in the development and implementation of digital health initiatives ensures that the solutions align with the cultural, social and health needs of the communities we serve.

Co-design fosters ownership, strengthens community engagement and enhances the effectiveness of digital health interventions.

Ongoing education and learning

Reconciliation is an ongoing process that requires continuous education and learning. We have learned that investing in cultural competency training for our staff is crucial for providing culturally safe care and fostering respectful relationships with Aboriginal and Torres Strait Islander peoples. Ongoing education ensures that we stay informed about the diverse cultural contexts, histories and aspirations of Indigenous communities, enabling us to deliver digital health services that are responsive and respectful.

By incorporating these lessons into our RAP: Innovate, we commit to applying these principles and learnings to shape our actions and drive positive change in the digital health landscape. We recognise that reconciliation is a shared responsibility, and we will continue to learn, adapt and evolve in our journey towards achieving equitable digital health outcomes for Aboriginal and Torres Strait Islander peoples.

We understand the importance of fostering a culture of reconciliation, where every employee is engaged and committed to the principles and actions outlined in the RAP: Innovate.

We actively recognise, celebrate and honour the diverse cultures, histories, and achievements of Aboriginal and Torres Strait Islander peoples. We mark significant cultural events and National Reconciliation Week, fostering a sense of unity, respect and appreciation for Aboriginal and Torres Strait Islander cultures within our organisation. By engaging in cultural activities, sharing stories and participating in cultural learning experiences, we build cultural awareness and foster a greater understanding of Aboriginal and Torres Strait Islander peoples' lived experiences.

For example, in 2021 for NAIDOC week, the Agency launched a video highlighting the importance of bush medicine in culture, health and wellbeing and how My Health Record can be used to manage that information for the holistic care of patients. The video featured Linc Walker – owner and tour guide at Kuku Yalanji Cultural Habitat Tours at Far North Queensland's Cooya Beach – and Port Douglas pharmacist, Brad Reilly.

We also developed a NAIDOC Wall of Healing virtual collaboration space where staff contributed stories and provided examples of initiatives around us that empower and celebrate Aboriginal and Torres Strait Islander people, communities, nations and heritage.



Partnerships and collaborations

Since the Agency launched in 2016, we have demonstrated commitment to reconciliation through our collaborations and advocacy, including 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 people.

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

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)
 - Victorian Aboriginal Community Controlled Health Organisation (VACCHO)
 - Tasmanian Aboriginal Centre (TAC).

The Agency first 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 My Health Record and other digital health tools and services in the Aboriginal community-controlled health sector.



Case study 2:

Technology brings better healthcare to one of the most remote communities in the world

In one of the most remote communities in the world, the Aboriginal community of Tjuntjuntjara in Western Australia, telehealth and the use of My Health Record have transformed healthcare delivery.

Tjuntjuntjara is 650 km north-east of Kalgoorlie in the Great Victoria Desert in Western Australia. There are about 160 people living at Tjuntjuntjara. They speak a southern variety of the Pitjantjatjara language and identify as belonging to a group of people known as Pilanguru, meaning 'from the spinifex plains'.

For the last 10 years, the Aboriginal community-controlled Spinifex Health Service in Tjuntjuntjara has had a fly-in/fly-out (FIFO) GP and other health professionals through the Adelaide-based Kakarrara Wilurrara Health Alliance (KWA).

With the advent of COVID-19 and the closure of the Western Australian border to the KWA planes and health professionals from South Australia, there were no doctors or allied health outreach professionals able to go to Tjuntjuntjara for more than 10 months from March 2020 to January 2021.

This is when digital health provided the answer. With telehealth the clinic was able to continue to have a high level of healthcare for chronic conditions, preventive activities and mental health issues.

Medical Director at Spinifex Health Service and GP, Dr Jill Benson AM, has been going to Tjuntjuntjara for more than a decade and is familiar with many of the patients there.

'In many cases, and despite the reduced face-to-face encounters with visiting medical specialists, the increased use of telehealth sessions improved care,' she said.

'This meant better continuity of care, the ability to have timely review and follow-up, the ability to deal with issues as they occurred and not just once a month and specialist referrals as needed and not just when they were scheduled to come out. The use of technology has been a real benefit in telehealth.'

Dr Benson said the majority of the patients in Tjuntjuntjara have all of their medications, investigations, discharge summaries and health summaries from Spinifex Health Service in My Health Record.



'This means that when they travel to other communities, all of this is instantly accessible. It also means that if a patient has a recall set up in another community, then the health professionals there can alert the Spinifex staff if they can see the person has recently been in Tjuntjuntjara. This has been an invaluable resource to maintain continuity of care.'

Australian Digital Health Agency CEO Amanda Cattermole said, 'For National Reconciliation Week 2021 we celebrate the success of Aboriginal community-controlled healthcare delivery in Australia.'

In line with the theme 'More than a word. Reconciliation takes action', the Agency promoted the benefits of digital technology to connect even the most isolated Aboriginal communities with first class healthcare.



Dr Jill Benson delivers telehealth to Tjuntjuntjara from her houseboat on the Murray River



'The Agency works with the National Aboriginal Community Controlled Health Organisation and its state and territory affiliates to promote and embed digital health in Aboriginal Community Controlled Health Services (ACCHS). ACCHS deliver a holistic and culturally appropriate health services to their communities, and the work that they undertake is fundamental to Closing the Gap in health outcomes. Digital health is a key enabler for improving access to services and delivering improved health outcomes for Aboriginal and Torres Strait Islander peoples, particularly those living in remote communities,' Ms Cattermole said.

Head of Regional and Remote Health and Education at NBN Co, Dr Jen Beer, who is a proud Darlot woman from the Western Desert region of Western Australia, shared that connectivity and the role it plays in enabling digital health has never been more important, in particular for Indigenous Australians.

'We are hearing the many benefits that health practitioners, clinics as well as patients are experiencing in regional and remote communities across Australia where connectivity has improved their timely access to quality healthcare services. Examples of this include in East Arnhem Land where Wi-Fi calling access, through NBN Sky Muster™ Plus, enables medical staff to co-ordinate emergency retrievals at any time of the day or week through to telehealth services allowing greater continuity of care with staff who are familiar with their patients.

'NBN Co is committed to continuing its work with the Australian Digital Health Agency and the National Aboriginal Community Controlled Health Organisation to enable access to digital health across regional and remote Australia,' Dr Beer said.

Agency Consumer Advocate, Aboriginal and Torres Strait Islander Champion and Co-Chair, Reconciliation Working Group and National Medicines Safety Program Steve Renouf said Aboriginal people and communities across the country were embracing technology to take control of their health.

'It's fantastic to see yet another example of an Aboriginal health service leading the way in providing digital health benefits to their patients,' he said.

Over 2020, the Aboriginal community controlled Wirraka Maya Health Service uploaded the ninth highest number of Shared Health Summaries in Western Australia to My Health Record. Shared Health Summaries provide a summary of a patient's key health information. The Wirraka Maya Health Service also viewed more uploaded documents than any other primary care provider in Western Australia.

'Aboriginal health services are at the forefront of a revolution in healthcare that uses technology to transform and improve people's lives,' Mr Renouf said.

Ms Cattermole said the Agency was 6 months into implementing its first Reconciliation Action Plan (RAP) which has a strong focus on strengthening community partnerships, cultural safety, community empowerment and opportunity.



'As we look back on our history as a young organisation and celebrate the Agency's impressive track record in building digital health capabilities right across Australia 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 unacceptable gap in life expectancy and other health indicators between Indigenous and non-Indigenous Australians,' she said.

'Our organisation is committed to working in deep partnership with the Aboriginal community-controlled health sector to foster and earn their trust and respect in our joint pursuit to improve health outcomes for Aboriginal and Torres Strait Islander communities.'

In the first 6 months of 2021, the Agency established 8 delivery partnerships with Aboriginal and Torres Strait Islander health organisations to support the co-design and uptake of digital health, implemented a cultural competency training program for agency staff, implemented procurement protocols to support local Indigenous businesses, and commenced implementation of a My Health Record and digital health eLearning module with CPD accreditation for Aboriginal Health Practitioners.



Tjuntjuntjara from the air



Relationships

The Agency recognises the critical importance of building and maintaining strong internal and external relationships to fulfill our commitment to reconciliation. We strive to become an employer of choice for Aboriginal and Torres Strait Islander peoples, ensuring that our workforce is diverse, inclusive and representative of the communities we serve. Through these relationships, we aim to improve health outcomes for Aboriginal and Torres Strait Islander peoples by harnessing the potential of digital health initiatives, while actively working to mitigate any potential disadvantage created by the digital divide.

Our commitment extends to ensuring that the benefits of digital health technologies are accessible and equitable for all. We are aware that certain communities may face challenges in accessing and using digital health services due to factors such as connectivity, affordability and digital literacy. In response, we actively collaborate with stakeholders and communities to develop strategies that bridge the digital divide. This includes working with telecommunications providers, governments and community organisations to improve digital infrastructure, advocating for affordable and accessible digital connectivity and implementing targeted digital health literacy programs.

By proactively building and maintaining internal and external relationships, we strengthen our capacity to drive positive change and achieve our goals. Through these partnerships, we aim to create a digital health landscape where Aboriginal and Torres Strait Islander peoples are active participants, decision-makers and beneficiaries. We strive to ensure that no one is left behind and that the potential benefits of digital health are realised by all, contributing to improved Aboriginal and Torres Strait Islander health outcomes and helping to foster greater health equity for all Australians.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for ongoing engagement.	August 2023 and 2024	Lead: BRANCH MANAGER Partnerships, Education and Clinical Use Collaborate: BRANCH MANAGER Communications and Marketing BRANCH MANAGER Program and Project Delivery BRANCH MANAGER Clinical and Digital Health Standards Governance
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2023 and 2024	Lead: BRANCH MANAGER Partnerships, Education and Clinical Use

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 and 2025	Lead: BRANCH MANAGER Communications and Marketing
	RAP Working Group members participate in an external NRW event and share reflections of their activities with other staff through the intranet.	27 May – 3 June, 2024 and 2025	Lead: RWG Chair Collaborate: BRANCH MANAGER Communications and Marketing
	Promote and provide opportunities for staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2024 and 2025	Lead: Senior Executive Committee
	Inclusion in Division Head emails		
	Organise at least one NRW event each year at each of our primary office sites.	27 May – 3 June, 2024 and 2025	Lead: RWG Chair Collaborate: BRANCH MANAGER Communications and Marketing
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2024 and 2025	Lead: RWG Chair Collaborate: BRANCH MANAGER Communications and Marketing
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2024 and 2025	Lead: BRANCH MANAGER People and Capability Collaborate: Senior Executive Committee
	Communicate our commitment to reconciliation publicly, through the inclusion of additional wording added to the Agency's acknowledgement statement in the signature block, inclusion in the Corporate Plan and Annual Report as well as online on the corporate website and in social media channels at least once per month.	June 2024 and 2025	Lead: BRANCH MANAGER Communications and Marketing

Action	Deliverable	Timeline	Responsibility
	Leverage the Agency's stakeholder engagement activities to advocate and innovate ways in which the digital health community can advance reconciliation and support improved health outcomes for Aboriginal and Torres Strait Islander peoples.	August 2024 and 2025	<p>Lead: BRANCH MANAGER Partnerships, Education and Clinical Use</p> <p>Collaborate: BRANCH MANAGER Strategy and Policy BRANCH MANAGER Clinical and Digital Health Standards Governance</p>
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2024 and 2025	<p>Lead: BRANCH MANAGER Partnerships, Education and Clinical Use</p>
	Continue to provide support to Indigenous health organisations through the delivery of education and information sessions, held both face-to-face or via webinar, on the use of digital health.	June 2024 and 2025	<p>Lead: BRANCH MANAGER Partnerships, Education and Clinical Use</p>
4. Promote positive race relations through anti-discrimination strategies.	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2023	<p>Lead: BRANCH MANAGER People and Capability</p>
	Develop, implement and communicate an anti-discrimination policy for our Agency.	January 2024	<p>Lead: BRANCH MANAGER People and Capability</p> <p>Collaborate: General Counsel</p>
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	April 2024	<p>Lead: BRANCH MANAGER People and Capability</p>
	Educate all staff on the effects of racism.	August 2024 and 2025	<p>Lead: BRANCH MANAGER People and Capability</p>



Case study 3: Gurriny Yealamucka connects Yarrabah community with technology for better healthcare

In the 1980s, when community members at Yarrabah in far north Queensland were fighting for self-determination, they saw the need for Aboriginal health to be in the hands of their own people and the concept of a community-controlled health organisation was born.

Today, Gurriny Yealamucka Health Service delivers primary healthcare across the Yarrabah Aboriginal Shire and has been doing so for decades.

To mark the International Day of the World's Indigenous Peoples on 9 August 2021, the Australian Digital Health Agency used a series of videos to recognise Gurriny Yealamucka and the Yarrabah community for embracing innovation and the use of technology to deliver better healthcare.

Gurriny Yealamucka means 'good healing water' in the language of the Gunggandji Peoples of Yarrabah.

The Gunggandji peoples are the traditional owners of Yarrabah and they and the historical peoples of Yarrabah, who were brought there as part of the Stolen Generations and have built Yarrabah into what it is today.

This includes the development of a remarkable and resilient healthcare service that moved to digital healthcare in 2014.





Director of Clinical Services at Gurriny Yealamucka, a Yued Noongar man from Dandaragan WA, Dr Jason King said one of the fascinating things about Aboriginal culture is that information about the world around them has always been evolving and so communities, almost by second nature, understand the importance of transmitting information from one generation to the next.

'For thousands of years, they've been custodians of data and in the 21st Century, with digital health tools at their fingertips, Aboriginal communities have the opportunity to extend their ability to be owners of their own healthcare,' he said.

Dr King said My Health Record, with a centralised set of tools, puts Aboriginal people into the conversation about their health in a much more empowered way.

'One of the most important things in providing safe healthcare is having consistent information and for the patient who might not understand all of their medications, having that safe and secure central source of information in their My Health Record is really a massive guarantee for them,' he said.

'One of the great challenges of working in a place like Yarrabah is that our patients often have complex and complicated health problems and they see quite a lot of other health providers. Digital health tools help us gather that information from all those different sources and when we get that into My Health Record, that story is there for the healthcare team to see.

'When that information is shared appropriately, it means you as the clinician don't have to waste the patient's time in asking them for their health and medication history.'

Gurriny Yealamucka uses telehealth extensively, connecting to specialists and allied health in Cairns, Townsville or Brisbane, so their patients don't need to leave the community unnecessarily to access those essential services.

Gurriny Yealamucka looks at their patients' spiritual and cultural health, the health of their country and how that impacts on them as a person.

'A good set of digital health tools allows you to get closer together so the doctor and patient can be speaking the same language,' Dr King said.

'Communication really relies on technology in the 21st century and now with electronic records, you have a tool you can leverage to improve care of the patient.'

Australian Digital Health Agency CEO Amanda Cattermole said Gurriny Yealamucka and other Aboriginal community-controlled health services around the country were leading the way in uptake of digital innovation to enhance healthcare.

'I congratulate Gurriny Yealamucka for the significant work they are doing to bring health technology to their patients. It is the continuing work of the Agency to ensure that the My Health Record system is and continues to be a strong enabling support for better, more connected healthcare,' she said.



Gavin Williams, Chief Development Officer Regional and Remote, and First Peoples Pillar Executive Sponsor, at nbn said that advances in technology are helping improve health outcomes across Australia.

'Access to reliable internet services has enabled more people, no matter where they live, to access to both primary and specialist care sooner,' he said. 'This delivers big benefits including better health management and reducing the cost and time of travelling to appointments.

'We are working with regional and remote communities across Australia to ensure providers and patients understand the connectivity they have available to participate in telehealth and virtual care more broadly. We're also focussed on driving digital inclusion, so people have the tools and skills to get the best out of what telehealth has to offer.'

Gurriny Yealamucka is a member of the National Aboriginal Community Controlled Health Organisation (NACCHO) and the Queensland Aboriginal and Islander Health Council (QAIHC).



Director of Clinical Services at Gurriny Yealamucka, a Yued Noongar man from Dandaragan WA Dr Jason King.

Watch the videos here: Connecting communities in Far North Queensland to better healthcare

<https://youtu.be/Jciqbt>



Respect

The Australian Digital Health Agency upholds the highest standards of integrity and professionalism, guided by the Australian Public Service (APS) Code of Conduct and Values. We are committed to demonstrating respect and cultural sensitivity in all our interactions, both internally within our organisation and externally with the wider community. By adhering to the APS Code of Conduct, we ensure that our actions and behaviours reflect the principles of honesty, impartiality, fairness and respect for all individuals, including Aboriginal and Torres Strait Islander peoples and that our workplace is culturally safe, inclusive and respectful.

Respecting the wider community involves actively investing in initiatives that raise awareness and understanding about Aboriginal and Torres Strait Islander cultures. We recognise the importance of promoting cultural awareness among our workforce and stakeholders to foster an environment of respect and inclusivity.

Furthermore, we actively participate in significant cultural activities to honour and celebrate the diverse cultures, traditions and achievements of Aboriginal and Torres Strait Islander peoples. We engage in National Reconciliation Week, NAIDOC Week and other important cultural events to demonstrate our commitment to reconciliation and to promote cultural understanding within our organisation and the wider community. By participating in these activities, we contribute to raising awareness, promoting respect and building stronger relationships with Aboriginal and Torres Strait Islander communities.

Through our investment in cultural awareness and engagement activities, we aim to foster an inclusive and culturally safe environment that recognises the diversity and richness of Aboriginal and Torres Strait Islander cultures. By extending respect to the wider community, we promote a broader understanding of Aboriginal and Torres Strait Islander cultures, histories, and aspirations. This not only enhances our ability to effectively engage with Aboriginal and Torres Strait Islander peoples in the digital health space but also contributes to building stronger relationships based on trust, mutual respect and shared understanding.

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 an annual review of cultural learning needs within the Agency.	July 2024 and 2025	Lead: BRANCH MANAGER People and Capability
	Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors in the locations where we have offices as well as cultural awareness and training organisations to inform our cultural learning strategy and training plan.	July 2024 and 2025	Lead: BRANCH MANAGER People and Capability

Action	Deliverable	Timeline	Responsibility
	Develop, implement and communicate a cultural learning strategy document for our staff.	December 2024 and 2025	Lead: BRANCH MANAGER People and Capability
	Provide all staff (including contractors) with formal and structured cultural learning, at onboarding and with annual mandatory refresher training.	December 2024 and 2025	Lead: BRANCH MANAGER People and Capability
	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).	June 2024 and 2025	Lead: BRANCH MANAGER Communications and Marketing Collaborate: Health and Wellness Champion
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, as well as the use of appropriate engagement (such as timeframes, methods of learning, kinship, etc.).	May 2024	Lead: BRANCH MANAGER Communications and Marketing Collaborate: BRANCH MANAGER People and Capability BRANCH MANAGER Data, Insights and Design
	Review and distribute the Agency's cultural protocol document, which includes protocols for Welcome to Country and Acknowledgement of Country.	December 2023	Lead: RWG Chair Collaborate: BRANCH MANAGER Communications and Marketing
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2024	Lead: RWG Chair Collaborate: BRANCH MANAGER Communications and Marketing BRANCH MANAGER Information Technical Services
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2023	Lead: RWG Chair Collaborate: BRANCH MANAGER Information Technical Services



Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Offer opportunities to all staff to participate in an external NAIDOC Week event in their local region.	First week in July, 2024 and 2025	Lead: RWG Chair
	Agency to participate in an external NAIDOC Week event each year.	July 2024 and 2025	Lead: RWG Chair Collaborate: BRANCH MANAGER Communications and Marketing
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2024 and 2025	Lead: BRANCH MANAGER People and Capability
	Promote and encourage participation in external NAIDOC events to all staff and external stakeholders.	First week in July, 2024 and 2025	Lead: BRANCH MANAGER Partnerships, Education and Clinical Use Collaborate: BRANCH MANAGER Communications and Marketing
	Display Aboriginal and Torres Strait Islander flags and artworks at Agency buildings in accordance with cultural protocols.	May 2024 and 2025	Lead: BRANCH MANAGER Governance
	Participate in the annual APS Employee Engagement Census.	June 2024 and 2025	Lead: BRANCH MANAGER People and Capability

Opportunities

In addition to our commitment to supporting and empowering our current Aboriginal and Torres Strait Islander employees, the Australian Digital Health Agency is dedicated to actively attracting and recruiting Aboriginal and Torres Strait Islander talent. We recognise the importance of building a diverse workforce that reflects the communities we serve and believe that increasing the representation of Aboriginal and Torres Strait Islander peoples within our organisation is crucial for achieving our reconciliation goals.

To improve our business practices, we actively seek opportunities to engage with the wider Aboriginal and Torres Strait Islander communities, fostering meaningful relationships and partnerships. By doing so, we create avenues for collaboration, knowledge sharing and co-design, enabling us to develop initiatives that are culturally sensitive, relevant and effective.

By increasing supplier diversity, we aim to create economic opportunities for Aboriginal and Torres Strait Islander businesses, support their sustainability and growth and contribute to the economic development of communities.

Through these actions, the Agency will strengthen our commitment to reconciliation by actively promoting employment outcomes for Aboriginal and Torres Strait Islander peoples and supporting the economic empowerment of communities. By improving recruitment practices, fostering professional development and increasing supplier diversity, we will take meaningful steps towards achieving equity, inclusion and positive social change.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2024 and 2025	Lead: BRANCH MANAGER People and Capability
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2024 and 2025	Lead: BRANCH MANAGER People and Capability
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2024 and 2025	Lead: BRANCH MANAGER People and Capability
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander peoples.	December 2023 and 2024	Lead: BRANCH MANAGER People and Capability Collaborate: BRANCH MANAGER Communications and Marketing

Action	Deliverable	Timeline	Responsibility
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2024 and 2025	Lead: BRANCH MANAGER People and Capability
	Set an Aboriginal and Torres Strait Islander workforce representation target.	July 2024 and 2025	Lead: BRANCH MANAGER People and Capability
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Ensure application of the Indigenous Procurement Policy.	July 2024	Lead: Chief Financial Officer
	Annually renew Supply Nation membership.	June 2024 and 2025	Lead: Chief Financial Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2023	Lead: Chief Financial Officer Collaborate: BRANCH MANAGER Communications and Marketing
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2023	Lead: Chief Financial Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	September 2024	Lead: Chief Financial Officer Collaborate: All BRANCH MANAGERS
10. Increase Aboriginal and Torres Strait Islander people's contribution to digital health.	Attract Aboriginal and Torres Strait Islander staff as part of a structured digital health graduate program.	October 2025	Lead: BRANCH MANAGER People and Capability Collaborate: All BRANCH MANAGERS
	Attract Aboriginal and Torres Strait Islander students as part of a structured work experience program in the digital health space.	October 2025	Lead: BRANCH MANAGER People and Capability
	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 2024 and 2025	Lead: BRANCH MANAGER People and Capability Collaborate: All BRANCH MANAGERS



Action	Deliverable	Timeline	Responsibility
	Develop a Diversity and Inclusion Strategy for Agency staff specifically addressing the experiences and lived experiences of Aboriginal and Torres Strait Islander peoples due to the legacy of colonialism and discrimination.	December 2023	Lead: BRANCH MANAGER People and Capability
	Continue to strengthen existing relationships with NACCHO and affiliate members AHCWA, AMSANT, AHCSA, QAIHC, AH&MRC of NSW, VACCHO and TAC, as well as develop new relationships, that enable the Agency to engage the Aboriginal and Torres Strait Islander community to identify the needs of the sector and inform the Agency's activities to improve health delivery	May 2024 and 2025	Lead: BRANCH MANAGER Partnerships, Education and Clinical Use
11. Improve digital health capabilities of Aboriginal and Torres Strait Islander people.	Involvement of Aboriginal and Torres Strait Islander people as Digital Health Advisors (representing clinicians, consumers and carers) in research and the design and development of Agency products and services.	December 2023	Lead: BRANCH MANAGER Data, Insights and Design Collaborate: BRANCH MANAGER Clinical and Digital Health Standards Governance
	Advocate for the voices, experience and knowledge of Aboriginal and Torres Strait Islander peoples to be embedded into Agency projects and programs.	June 2024 and 2025	Lead: BRANCH MANAGER Partnerships, Education and Clinical Use



Governance

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	October annually	Lead: RWG Chair
	Review and update Terms of Reference and other governance documents for the RWG annually.	April annually	Lead: RWG Chair
	The RWG will meet at least 4 times per year to drive and monitor RAP implementation.	October January April July	Lead: RWG Chair
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2024 and 2025	Lead: Senior Executive Committee
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2023 February 2024 May 2024 August 2024	Lead: RWG Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2024	Lead: BRANCH MANAGER Information Technical Services Collaborate: RWG Chair
	Appoint and maintain an internal RAP Champion from senior management.	October 2023 and 2024	Lead: CEO



Action	Deliverable	Timeline	Responsibility
14. 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	Lead: RWG Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Lead: RWG Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Lead: RWG Chair
	RAP progress will be reported to all staff and senior leaders quarterly via PCCC.	December 2023 March, June, September, December 2024 March, June, September, 2025	Lead: RWG Chair
	Publicly report progress against our reconciliation actions.	October 2024 and 2025	Lead: RWG Chair Collaborate: BRANCH MANAGER Communications and Marketing
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Lead: BRANCH MANAGER Communications and Marketing
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2025	Lead: RWG Chair
	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2025	Lead: RWG Chair



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