

Brisbane South PHN

Reconciliation Action Plan (Stretch)

January 2023 – January 2026





Acknowledgement of Traditional Custodians

Baugull nyungai – Yugambah good day (Bundjalung-Yugambah - Beaudesert, Logan)

Gurumba bigi – Yugarabul good day (Brisbane Western Suburbs)

Maroomba biggee – Jandai good day (Minjerribah – North Stradbroke Island)

We acknowledge the Traditional Custodians of the land on which we live and work, and of the many different nations across the wider Meanjin south / Brisbane south region.

We pay our respects to the Elders, past, present and emerging as the holders of the memories, the traditions, the culture and the spiritual wellbeing of the Aboriginal and Torres Strait Islander peoples across the nation. We acknowledge any Sorry Business that may be affecting the communities as a whole.

In the spirit of reconciliation, partnership and mutual respect, we will continue to work together with Aboriginal and Torres Strait Islander peoples to shape a health system which responds to the needs and aspirations of the community.

Acknowledgement of artwork

Our Reconciliation artwork was created by Gilimbaa. Gilimbaa is a Supply Nation certified, Indigenous-owned creative agency based in Brisbane. In 2017, they were commissioned to create our Reconciliation branding. In 2020, elements of the Heart were further translated by Gilimbaa into the design of our organisation-wide visual branding suite.

The Community Heart Concept is based on the idea of health as the heart of community, and the community as the heart of health. It creatively explores the idea of community health as a living subject that connects and delivers life and strength to all. The element inspires the thinking that, like the health care system, its vitality and capacity relies on diverse elements working as one. A constant, pulsing exchange of knowledge and actions, evolving and improving with every beat.

Contents

| | |
|----|--|
| 02 | Message from our Chairperson |
| 03 | Message from our CEO |
| 04 | Reconciliation Australia CEO statement |
| 06 | Our vision for reconciliation |
| 08 | Our business |
| 09 | Our sphere of influence |
| 10 | Our region |
| 12 | Our reconciliation journey |
| 15 | Our Reconciliation Action Plan (RAP) |
| 16 | Case studies |
| 17 | Case studies continued |
| 19 | Relationships |
| 25 | Respect |
| 29 | Opportunities |
| 33 | Governance |



Message from our Chairperson

As a descendent of the Ngugi people of Moreton Bay, Brisbane South PHN's deep and continued commitment to reconciliation holds a special place in my heart. Amongst other endeavours, my career has been dedicated to improving health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples. As Chair of Brisbane South PHN's Board of Directors, I am proud to share and endorse our new Stretch Reconciliation Action Plan (RAP) 2023 - 2026.

The work of reconciliation demands sustained and focused effort, truth-telling and courageous conversations built and maintained through partnerships based on mutual respect, alongside a genuine commitment to self-determination. In this, our third RAP, we reflect openly on lessons learned, and identify opportunities to renew and extend our commitment to reconciliation.

As we work together to pursue a more equitable and inclusive health system for all, we also work towards a fairer and more reconciled Australia. I welcome the renewed commitment at all levels of our organisation that our 2023 - 2026 Stretch RAP represents.



Professor Cindy Shannon AM
Chair, Brisbane South PHN Board of Directors

Message from our CEO

Our enduring relationships with First Nations peoples across our region are key to our success, and drive us forward as we work together to deliver the best possible health and wellbeing outcomes for every person in our region. Therefore, our 2023 - 2026 Stretch RAP has relationships and respect at its core.

At Brisbane South PHN, we work every day to improve the health outcomes of individuals and families in our region's communities by providing a more accessible and equitable health system. And nowhere is the question of inequity more apparent than in the challenges faced by our First Nations communities. Reconciliation lies at the very heart of these challenges.

Our ongoing and organisation-wide commitment to reconciliation can be seen in everything we do. Our diverse staffing team reflects the remarkable diversity of Brisbane south, and strengthens the results that we deliver for our communities. Our relationships with First Nations health professionals, community organisations, Elders and other stakeholders shape and guide our work to address the unacceptable health and wellbeing disparities faced by First Nations peoples.

Our recent Health Needs Assessment has shone a spotlight on the specific needs of First Nations peoples in our region. The message is clear; while much progress has been made, we still have considerable work to do, in partnership with the remarkable First Nations health and community organisations of Brisbane south.



We remain committed to convening, listening to and collaborating with our health care system partners and communities to reform the health system and leverage our respective strengths. Our new strategic plan directly addresses health inequities and inequalities, supporting positive and sustainable shifts in the health and wellbeing of our communities.

Our region is home to Australia's largest urban population of First Nations peoples. We want every First Nations person in our region to have easy access to holistic, culturally safe and evidence-based health services to support optimal health, development and wellbeing across every stage of life.

I am grateful to the many people who have shared their insights and expertise as part of the development of this Stretch RAP, and to our health care system partners and the primary care workforce, community groups and organisations working at the interface of community and health. I look forward to our continued partnership as we work together towards reconciliation and health for all.

Mike Bosel
CEO, Brisbane South PHN

Reconciliation Australia CEO statement

On behalf of Reconciliation Australia, I congratulate Brisbane South Primary Health Network (PHN) on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides organisations with a framework to contribute to the reconciliation movement. Through the creation of this Stretch RAP, Brisbane South PHN continues to strengthen its vision for an Australia where Aboriginal and Torres Strait Islander peoples enjoy long, healthy lives centred in culture, with equitable access to health services that are prevention-focused, responsive, respectful, and culturally safe.

Brisbane South PHN's commitment to this vision is clear in the actions of its previous Stretch RAP, where it implemented a range of creative initiatives to advance health equity and opportunities for Australia's largest urban Aboriginal and Torres Strait Islander community. Its development of the First Nations Health Focus website particularly reflects Brisbane South PHN's willingness to innovate to increase access to culturally safe care, while its Aboriginal and Torres Strait Islander Peoples Health Needs Assessment Forum shows the PHN prioritising First Nations voices and experiences. These projects, among others, show Brisbane South PHN thoughtfully building Aboriginal and Torres Strait Islander perspectives into its work.

This Stretch RAP continues this impressive trajectory, with Brisbane South PHN focussing on advancing Aboriginal and Torres Strait Islander self-determination through its work. It will develop a First Nations Advisory Council to provide expert advice and recommendations to the Board on a range of clinical and community issues, informing decision-making and developing strategies that respond to specific health needs in the region.



This Stretch RAP sees Brisbane South PHN leveraging its sphere of influence to create broader impact, embedding a mandatory reporting requirement for all of its service providers to demonstrate the cultural safety of their service delivery, and their commitment to First Nations community engagement and employment. Collectively these thoughtful, ambitious and considered projects show Brisbane South PHN embedding reconciliation throughout its work and operations.

On behalf of Reconciliation Australia, I commend Brisbane South PHN on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer, Reconciliation Australia





Our vision for reconciliation

Our vision for reconciliation is an Australia where no gap exists in the opportunities, health outcomes and life expectancy of Aboriginal and Torres Strait Islander peoples and the broader population of Australia. We envision an Australia where Aboriginal and Torres Strait Islander peoples enjoy long, healthy lives centred in culture, with equitable access to health care services that are prevention-focused, responsive, respectful, and culturally safe.

We recognise and uphold the rights of Aboriginal and Torres Strait Islander peoples to determine their own social, cultural and economic development, in line with the United Nations General Assembly Statement of the Rights of Indigenous peoples. In particular, article 24.1, 'Indigenous individuals have an equal right to the enjoyment of the highest attainable standard of physical and mental health. States shall take the necessary steps with a view to achieving progressively the full realisation of this right.'

Brisbane South PHN is committed to unlearning and relearning. We are invested in supporting and building resilience and self-determination in our communities, working towards closing the racial barrier both within our organisation and in partnership with our service providers.

To implement reconciliation initiatives in the workplace and beyond, Reconciliation Australia provides a framework of *relationships, respect and opportunities*. These core pillars provide the lens through which we commission our programs and initiatives, guided in principle by the five dimensions of reconciliation: *race relations, equality and equity, institutional integrity, unity, and historical acceptance*.

For Brisbane South PHN, this looks like focusing on the following actions within our Stretch RAP 2023-26:

FRAMEWORK PILLAR

OUR COMMITMENT TO ACTION

RELATIONSHIPS

We recognise the importance of self-determination to advance equitable care and improve health outcomes.

Brisbane South PHN has supported a process where funding control is being transitioned back to ACCHOs whilst ensuring that partnerships are being maintained to build capacity and assist with resourcing (Action item 1).

RESPECT

We commit to dismantle systemic beliefs and ways of operating that perpetuate the inequities experienced by First Nations peoples and increases cultural safety, by providing cultural capacity training for our employees, commissioned service providers, and the primary and allied health providers whom we support (Action item 5d).

OPPORTUNITIES

We are bolstering our procurement practices and policies to commit to our aim of increasing our First Nations workforce by 5% over the next 3 years. (Action item 9 a-e) Additionally, we will commit to investigate opportunities to engage with the community in ways which enhance our sphere of influence and allows for the voices of Aboriginal and Torres Strait Islander peoples to be injected into not only the policies and practices of the organisation but our interactions with the community.



Our business

Brisbane South PHN works with health care services and our communities to understand the health needs of our region, identify gaps in outcomes, and commission primary health services that directly respond to these needs.

As a government-funded, not-for-profit organisation, our core business is to:

- improve the health and wellbeing outcomes of our diverse community, with a focus to address health inequities and inequalities.
- enable strong and connected primary care to create a person-centred system that improves health access, experiences and outcomes.
- make decisions informed by evidence, quality data, our commitment to health equity and the social determinants of health.
- respect and value the capacity and strengths of the communities we serve, through developing strong relationships with community leaders, Elders, and members.

Our approach:

- We put people at the heart of health care.
- We prioritise those with the greatest need.
- We value the strength of community.
- We learn, adapt and innovate.
- We partner to deliver meaningful change and sustainable results.

We support the Brisbane south primary health sector by:

- Providing support services so health care providers are better placed to care for people.
- Supporting workforce development through training and education.
- Assisting health care services to implement and use digital health systems.
- Working with others to purchase or commission health services for vulnerable communities.
- Identifying and addressing health service gaps based on careful planning and analysis.

Our sphere of influence



Brisbane South PHN recognises the importance of working closely with First Nations communities to help close the gap between health care needs and access to culturally safe health services for First Nations peoples. Delivering widespread access to culturally safe and respectful health care and health education is core to our reconciliation practices.

Internally, our influence lies in the opportunities we offer our staff, our workplace culture and the corporate policies, protocols and accountability mechanisms that underpin them. This includes the commissioning and procurement of health services, and facilitating continuous quality improvement and development with primary care providers.

Externally, our valued and close partnerships with Aboriginal Community Controlled Health Organisations (ACCHO), other government and non-profit organisations help to support the self-management and delivery of mainstream and targeted, culturally safe programs and services to support First Nations peoples, organisations and businesses within our region.

As at December 2022 Brisbane South PHN has 82 staff, with 3 First Nations staff making up 3.65 per cent of our workforce.

Our region

The Brisbane South PHN region covers a large area south of the Brisbane River, including metropolitan, rural and remote island locations.

Our region is home to approximately 23% of the Queensland population – over 1.2 million people from many different backgrounds and cultures. Of those 1.2 million people, 2.2% of identify as Aboriginal and Torres Strait Islander people, making our region home to the largest urban population of First Nations peoples in Australia.

As of August 2022 23.12% of Queensland population resides in the Brisbane south region. Additionally, 2.77% of the Brisbane south population identify as First Nations (Aboriginal, Torres Strait Islander and/or both). Furthermore, 13.91% of the QLD First Nations population reside in the Brisbane south region.

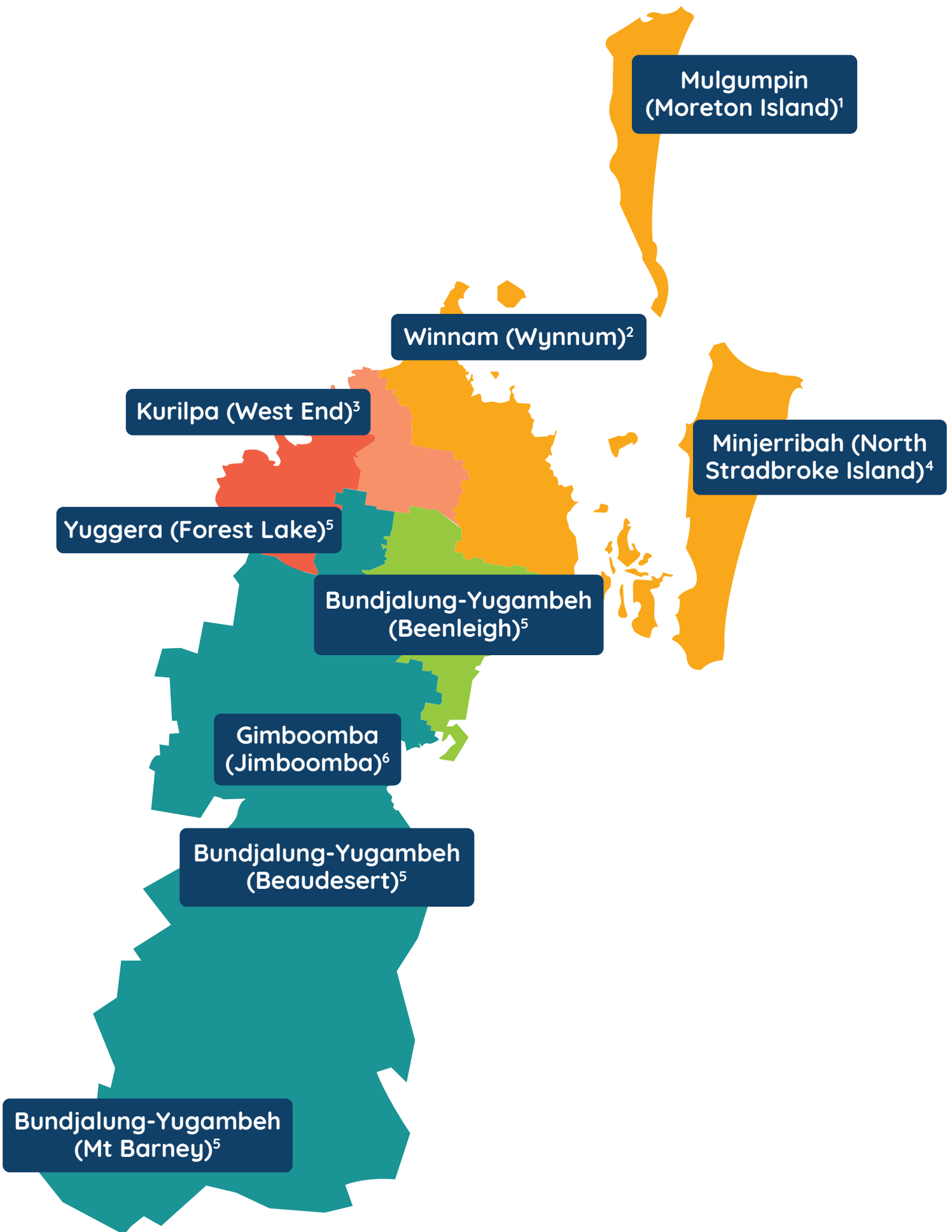
The land, sea and waters of the Brisbane south region are the Traditional Countries of the Yuggera; Turrbal; Quandamooka; and Yugambeh peoples.

Our office in Eight Mile Plains is located almost at the intersection of all 3 language groups in our region. Situated on Logan Road, the area was developed over the original walking track that connected the people of the southern region to other meeting areas closer to the Brisbane River.

Our region also welcomes many highly mobile First Nations peoples from all over Queensland who make the region home as they connect with family and friends and access healthcare. With this in mind, we work across all program areas to advance equitable and culturally respectful health care for all First Nations communities

Pandanus Beach, Winnam (Wynnum), Brisbane south





View reference list at https://bsphn.org.au/wp-content/uploads/2022/06/27062022_PDF-Reference-list.pdf

Brisbane South PHN values and respects the diverse First Nations cultures and languages across our region. We acknowledge that we are still learning and growing in understanding these First Nations cultures and languages. The information contained in the regional map is provided on an 'as is' basis with no guarantees of completeness. We have conducted research and consultation to the best of our ability and we welcome all feedback. If you would like to get in contact, please email contactus@bsphn.org.au.

Our reconciliation journey

There are 4 types of RAP plans: Reflect, Innovate, Stretch and Elevate.

Brisbane South PHN is proud to have previously implemented 3 RAPs and is now implementing our second Stretch RAP.

Innovate RAP 2015–17

We began our Reconciliation journey in 2015 with an Innovate RAP, developed when the PHN's were known as Medicare Local's. This Innovate RAP helped us to develop and engage in reconciliation actions throughout the organisation in its early years, to start embedding reconciliation values into organisational culture and processes. A key achievement of our Innovate RAP was employing a Aboriginal and Torres Strait Islander Programs Manager to oversee our programs, commissioned service providers, and ongoing consultation with Elders and communities on how best to improve health and wellbeing outcomes. This work continues today as 'business as usual'.

Stretch RAP 2018–21

We received Reconciliation Australia's endorsement of our first Stretch RAP in 2018. This Stretch RAP has led to a number of achievements from our Innovate RAP, as well as the successful implementation of new initiatives.

Key achievements under our first Stretch RAP include:

- The election of Professor Cindy Shannon AM, descendent of the Ngugi people of Moreton Bay, as Chair of our Board of Directors.
- Strong staff participation in National Reconciliation Week and NAIDOC Week events, including a range of public activities such as Q&A Panels with First Nations community members and Elders, language and culture workshops, exhibitions and yarning circles.
- Displaying Acknowledgement of Country plaques in the office.
- Development of the First Nations Health Focus website – that connects primary health workers and First Nations patients with culturally safe health services in Brisbane south.
- Hosted Brisbane South PHN Aboriginal and Torres Strait Islander peoples Health Needs Assessment Forum which enabled a collaborative platform where Aboriginal and Torres Strait Islander workforce members/providers, Brisbane South PHN staff members and Aboriginal and Torres Strait Islander community members shared their voices regarding the gaps and needs in the Brisbane South region. Data collected from this event also assisted with commissioning services in the Brisbane South region.

- Cultural appreciation training for all new staff, contractors and graduates. Staff participating detailed as follows:
 - Online learning cultural program – 37 staff out of a total of 94 staff participated.
 - Face-to-face cultural program – 30 staff out of a total of 94 staff participated.
 - A cultural immersion program was scheduled, however due to COVID-19, it was unable to be held.
 - Our training resulted in 67 staff out of 94 engaging in cultural appreciation, which reached out target goal of 30% staff participation.
- Implementation of a cultural protocols document for Welcome to Country and Acknowledgement of Country.
- Update of the organisations document templates and digital products to include an Acknowledgement of Country.
- Incorporated cultural awareness modules into organisation’s Learning Management System – our DiscoverPHN.
- First Nations art work and language displayed across the Brisbane South PHN office.

- Brisbane South PHN has maintained commercial relationships with First Nations business and sub-contractors as detailed below:

Formal relationships

- Institute of Urban Indigenous Health
- Inala Wangarra
- Aboriginal and Torres Strait Islander Community Health Service Brisbane
- Yulu-Burri-Ba Aboriginal Corporation for Community Health
- Gunya Meta

Informal relationships

- Jinndi Mibunn (Beenleigh Housing and Development)
- Mununjali Health Service
- Mununjali Housing Corporation
- North Stradbroke Island Aboriginal & Islanders Housing Co-operative Society Ltd
- Quandamooka Yoolooburabee Aboriginal Corporation
- Winnam Aboriginal & Torres Strait Islanders Corporation
- Beaudesert Elders
- Minjerribah Mulgumpin Elders-in-Council Aboriginal Corporation
- Cooee Indigenous Family and Community Education Centre
- Inala Elders Aboriginal and Torres Strait Islander Corporation
- Gallang Place Aboriginal & Torres Strait Islander Corporation
- Queensland Aboriginal and Islander Health Council



Challenges and lessons learned

In previous years, although the organisation has been committed to embedding reconciliation which has resulted in strides on our reconciliation journey, we have faced challenges with consistently delivering on actions and initiatives. Through a process of self-reflection and analysis, we have regrouped and have identified some of the key areas which have been barriers previously. This process has led to determining the key priority areas for our Reconciliation Action Plan and furthermore, has assisted in the development of actions as detailed in this document. In addition, we have developed our actions with our lessons learned in mind and with sustainability and authenticity at the forefront.

Some of the key priority areas identified include but are not limited to:

- Commitment to relationships with organisations and community representatives which we have rebuilt and are now maintaining.
- Identification of the lack of governance structure surrounding First Nations governance within the organisation. This has resulted in the development of a newly formed governance structure to offer guidance and oversight for the organisation as detailed below.
- Improving staff awareness of the Reconciliation Action Plan through regular updates on our RAP progress, through staff meetings, regular emails and community events including success story shares about Aboriginal and Torres Strait Islander community engagement and reconciliation education.
- Being mindful of setting realistic and sustainable timeframes regarding larger projects including clear and explicit project accountability within the organisation.

Further to the identified key priority areas, it was also evident that a renewed approach and focus on engaging the organisations Executive Leadership Team to champion the RAP and drive deliverables, including communicating outcomes within the organisation, was essential to the success in progressing with and achieving our set actions.

Our Reconciliation Action Plan (RAP)

Brisbane South PHN is committed to reconciliation through the way we work, the stakeholders we engage with, and the services and programs we commission and help to deliver.

Our Stretch RAP provides a structured approach to advancing reconciliation within our business and communities, and focusing on embedding reconciliation initiatives into our daily activities and organisational strategy.

We are consistently working to improve health outcomes for First Nations peoples in our community and are engaged with stakeholders such as the Institute of Urban Indigenous Health and our local Aboriginal Community Control Health organisations to ensure we implement our RAP effectively.

The development of our Stretch RAP including the formation of the RAP Actions has included consultation with both internal external parties. Internally, offered staff the opportunity to inject their voice and perspectives along with utilising the First Nations Advisory Group to collaborate, synthesise and develop the RAP.

Further to this, we engaged with members of Aboriginal and Torres Strait Islander communities to inform and guide the development of the RAP from a community need perspective. This was facilitated through regular meetings and collaboration.

Our RAP is championed internally by the organisation's Executive Leadership Team led by the CEO. Additionally, our RAP is supported by a cross-divisional First Nations Advisory Working Group that meets quarterly to steer the RAP deliverables and update progress against actions.

A reporting tool has been created to ensure that all members of the organisation are aware of the lines of reporting and consultation in relation to the RAP as detailed below.

This Working Group consists of a cross-section of employees, including 1 employee who identifies as a First Nations person:

- Chief Executive Officer
- Director for First Nations Partnerships and Integration (Identify as First Nations)
- Primary Health Team – Evidence Translation and Innovation Manager
- MHSPAOD, Cultural Diversity Team - Regional Development Manager
- Child, Family Team - Child and Youth Program Development and Coordination Manager
- Older Persons Team -Program Development and Coordination Manager
- Corporate Services Team -Senior Planner and Analyst
- Corporate Services Team – Human Resources Lead
- System Integration and Coordination Team

This group have all assisted in the formation of our core commitments to reconciliation. Our Executive Leadership Team have committed to champion, drive and inform the RAP throughout the organisation. Some of the methods being utilised to ensure this are:

- The RAP being listed as a standing item at weekly Executive Leadership Team Meetings
- Executive Leadership Team members are invited to and encouraged to attend all First Nations events with the view that there will be at least one ELT member at each First Nations event
- All ELT members have actions allocated to ensure cross-organisational involvement.

Additionally, we continue to work together with community Elders, commissioned Aboriginal Community-Controlled service providers and Council members to ensure the RAP actions represents the needs and desires of local First Nations communities.

Case studies

‘Gift of Gallang’ Youth Suicide Prevention Program with Inala Wangarra

Youth programs that foster cultural connection for First Nations children have been successful at reducing rates of youth suicide and self-harm. The Gift of Gallang is a primary school-based wellbeing and suicide prevention program designed for First Nations children and led by First Nations facilitators. It was conceived after a tragic cluster of youth suicides occurred in the Inala area in 2016. Community consultation confirmed that a reduced sense of belonging and lack of cultural connection had increased feelings of despair and hopelessness amongst First Nations children – a contributing factor in the increased suicide rate.

‘Gallang’ is a Jagera Nation word for ‘healing’; the program uses a strengths-based approach to teach the skills of emotional regulation, to foster connections to culture, and to remind children that they matter – to their friends, families and the broader community. Supported by Brisbane South PHN through First Nations Funding, the Gift of Gallang is currently being delivered in Inala by Inala Wangarra Inc. Due to the success of the program, this service will be extended to parts of Logan and Beaudesert which is listed as an action for the coming 3 years. To ensure the sustainability of this program into the future, Brisbane South PHN will be working in partnership with Institute of Urban Indigenous Health (IUIH) to enable self-determination through regular meetings and collaboration.



Improving access to culturally safe services: First Nations Health Focus website

The Brisbane south region is home to Australia's largest urban First Nations population. Despite this, consultations with First Nations peoples and health professionals have indicated that finding culturally safe services can be difficult. As part of our ongoing work to improve the provision of culturally safe healthcare in Brisbane south, we recently invited First Nations Elders, community organisations and other community leaders to participate in a forum to discuss health matters important to First Nations peoples in our region. This discussion informed our Health Needs Assessment Brisbane South Primary Health Network (2021), which guides our decisions about programmatic investment and design as we work to build a health and wellbeing system in which every person, particularly those at risk

of poor health outcomes, is supported to access high quality, culturally safe healthcare.

At the forum we also heard that First Nations peoples often feel unwelcome in primary health care settings, experiencing a sense of cultural alienation, alongside a lack of transport and inflexible treatment options. Over time, this has led to a mistrust of mainstream health care and reluctance to access services, even when the health consequences can be severe.¹

¹ Improving healthcare for Aboriginal Australians through effective engagement between community and health services; BMC Health Serv Res. 2016; Published online 2016 Jul 7. doi: 10.1186/s12913-016-1497-0

Artwork by Jess 'Muralappi' Skeen-McKinnon



Chronic health conditions, mental health, and addiction to alcohol and other drugs were highlighted as particular challenges for First Nations communities in our region. Discrimination was a common theme that underpinned and exacerbated all of the health challenges that were discussed. In response to this, and other issues, Brisbane South PHN has launched a sophisticated online directory, First Nations Health Focus (www.firstnationshealthfocus.org.au) – that connects primary health workers and First Nations patients with culturally safe health services in Brisbane south.

The First Nations Health Focus website is a tool for health workers who are committed to providing equitable health care in busy practice settings. Amongst other resources, it features a comprehensive directory designed for use by General Practitioners (GPs) during a consultation, offering a broad list of culturally safe health services in our region for First Nations peoples.

The site was developed in response to demand from primary health care providers, who wanted a quick and easy-to-use directory of well-established, culturally safe primary and allied health care services to connect and coordinate comprehensive care for patients who identify as First Nations.

Amongst other benefits, the website helps GPs to write chronic health care plans that include local, culturally safe health and allied health service providers for their patients, ensuring access to culturally safe services, from culturally safe family and social support for pregnant women², to culturally safe support when working with First Nations patients affected by Domestic and Family Violence³, searches can be quickly and easily filtered by various additional demographics, health needs and locations to better match a patient with the most appropriate service/s for them.

Being serious about health system reform means being serious about listening to the communities of people experiencing disadvantage under the current system. The development of our First Nations Health Focus website was only possible because of those who shared their insights, experiences and expertise, helping us to better understand the big issues we face. We are grateful for their time and proud to be working alongside First Nations community leaders, Elders, groups, and organisations to identify gaps in primary health care delivery, to find opportunities and to develop joint targets and actions that will help to close those gaps.

² This year, Brisbane South PHN allocated seed funding for Yulu-Burri-Ba to provide culturally safe family and social support to women in the antenatal stage of pregnancy, working in partnership with Redlands Hospital.

³ As part of the Recognise, Respond, Refer program, Brisbane South PHN is working with the Aboriginal community-controlled health sector to support the development of training to GPs and community-controlled staff on the provision of culturally safe support when working with Aboriginal and Torres Strait islander patients affected by Domestic and Family Violence.



Relationships

Building relationships with both our First Nations service provider and our mainstream service providers, will ensure that choice and self-determination is at the forefront. By linking positive relationships with First Nations organisations and communities across the Brisbane south region, this will ensure that there will be a better cohesion between mainstream primary health services and preventative care.

Our vision is that by referencing both of these points, this will improve the health outcomes of First Nations peoples in the Brisbane south region.

Action 1: Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|----------------------------|---|
| a) Meet with local First Nations stakeholders and organisations to continuously improve guiding principles for engagement. | April 2023, 2024, 2025 | Chief Executive Officer General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity |
| b) Review, update and continue to implement a First Nations engagement plan to engage with First Nations stakeholders. | July 2023, 2024, 2025 | Chief Executive Officer |
| c) Share the First Nations engagement plan with all staff by making it available on the local SharePoint drive, discussing at the All Staff meeting and emailing to ensure that all staff are aware and have access to the document. | July 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| d) Develop and implement a strategy with regional First Nations communities through collaboration, regular meetings and planning with Metro South Health Aboriginal and Torres Strait Islander Coordination Team. | August 2023, 2024, 2025 | Chief Executive Officer General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity |
| e) Investigate further opportunities for engagement with new Aboriginal and Torres Strait Islander organisations within regional communities. | August 2023,2024, 2025 | Director for First Nations Partnerships and Integration |

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|------------------------------------|---|
| <p>f) Maintain regular meetings to continue to build upon existing relationships with Aboriginal and Torres Strait Islander Grass Roots organisations. Including but not limited to –</p> <ul style="list-style-type: none"> ● Institute of Urban Indigenous Health ● Inala Wangarra ● Aboriginal and Torres Strait Islander Community Health Service Brisbane ● Yulu-Burri-Ba Aboriginal Corporation for Community Health ● Gunya Meta ● Jinndi Mibunn (Beenleigh Housing and Development) ● Mununjali Health Service ● Mununjali Housing Corporation ● North Stradbroke Island Aboriginal & Islanders Housing Co-operative Society Ltd ● Quandamooka Yoolooburrabee Aboriginal Corporation ● Winnam Aboriginal & Torres Strait Islanders Corporation ● Queensland Aboriginal and Islander Health Council ● Gallang Place Aboriginal & Torres Strait Islander Corporation. | <p>August 2023, 2024, 2025</p> | <p>Director for First Nations Partnerships and Integration</p> |
| <p>g) Establish and/or maintain formal two-way partnerships with First Nations organisations across the Brisbane south region.</p> | <p>July 2023, 2024, 2025</p> | <p>Chief Executive Officer</p> |
| <p>h) Brisbane South PHN CEO to continue to meet monthly with the CEO's of:</p> <ul style="list-style-type: none"> Aboriginal community-controlled health organisations ● Institute of Urban Indigenous Health ● Brisbane Aboriginal and Torres Strait Islander Community Health Service Yulu-Burri-Ba Aboriginal Corporation for Community Health. | <p>July 2023, 2024, 2025</p> | <p>Chief Executive Officer</p> <p>Director for First Nations Partnerships and Integration</p> |

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|-------------------------|---|
| i) Engage with First Nations organisations and communities to develop an annual First Nations Forum to ensure that the barriers and areas of need in First Nations communities are being considered, networking opportunities are being supported and education being facilitated. | May 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| j) Facilitate the annual First Nations forum above, ensuring that within delivery we: <ul style="list-style-type: none"> ● Partner with key First Nations services to assist in presenting ● Invite First Nations Elders and community members to attend and engage in discussions and collaborative sessions ● Investigate engaging with a First Nations organisation to showcase resources, strategies, and approaches ● Co-ordinate community feedback sessions after the forum to facilitate annual improvements. | May 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |

Action 2: Build relationships through celebrating National Reconciliation Week (NRW).

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|-------------------------|---|
| a) Circulate Reconciliation Australia's NRW resources and reconciliation materials. | May 2023, 2024, 2025 | Chief Executive Officer |
| b) Engage with participants who access our services throughout NRW to ensure they have access to educational resources and support tools. | May 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| c) Adjust email signatures leading up to and during NRW utilising graphic resources from Reconciliation Australia to promote awareness both within and outside the organisation. | May 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| d) First Nations Advisory Working Group (FNAWG) to participate in three (3) external NRW events. | May 2023, 2024, 2025 | Chief Executive Officer |

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|---------------------------|--|
| e) Encourage and support staff and Executive Leadership Team to participate in three (3) external events to recognise and celebrate NRW. | May 2023, 2024, 2025 | Chief Executive Officer |
| f) Organise two (2) internal NRW events, including at least one organisation-wide NRW event, annually. | May 2023, 2024, 2025 | Chief Executive Officer |
| g) Where appropriate, invite local Aboriginal and Torres Strait Islander Elders or community members to allow for networking and possible educational interactions. | May 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| h) Register all our NRW events on Reconciliation Australia's NRW website. | April 2023, 2024, 2025 | Chief Executive Officer Director for First Nations Partnerships and Integration |

Action 3: Promote reconciliation through our sphere of influence.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|-----------------------------|--|
| a) Provide regular updates on the RAP and First Nations engagement in RAP involvement at staff meetings to ensure that staff are informed and involved. | January 2023, 2024, 2025 | Chief Executive Officer Director for First Nations Partnerships and Integration |
| b) Ensure that the RAP is listed as a standing item on the ELT meeting agenda to ensure current initiatives, actions and matters are being discussed and considered in planning to ensure a strategic, sustainable, and holistic approach. | April 2023, 2024, 2025 | Chief Executive Officer Director for First Nations Partnerships and Integration |
| c) Plan and coordinate reconciliation focused activities and education to increase awareness and empower staff to promote through their engagement. | July 2023, 2024, 2025 | Chief Executive Officer Director for First Nations Partnerships and Integration |

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|----------------------------|---|
| d) Develop and implement, in collaboration with First Nations organisations, a strategic First Nations internal and external communication plan to promote reconciliation and First Nations voices, experiences and culture through internal and external channels. | May 2023, 2024, 2025 | Chief Executive Officer |
| e) Collaborate with two (2) RAP and other like-minded organisations to implement ways to advance reconciliation. | July 2023, 2024, 2025 | Chief Executive Officer |
| f) Ensure that all Brisbane South PHN public position papers and important strategic documents reflect the organisation's commitment to reconciliation. | July 2023, 2024, 2025 | Chief Executive Officer |
| g) Develop a commitment to reconciliation graphic/overview and distribute to all staff to refer to as a quick reference. | July 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| h) Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce and positively influence our external stakeholders to drive <i>reconciliation outcomes</i> . | June 2023, 2024, 2025 | Chief Executive Officer |
| i) Communicate our commitment to reconciliation publicly through public communications as per action d of this section. | August 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| j) Develop and implement an Institutional barrier to Health Equity for First Nations people strategy to assist with evaluating barriers to reconciliation implementation. Data collected from above strategy will be reported to ELT for strategic planning. | June 2023, 2024, 2025 | Chief Executive Officer |
| k) Develop and implement a method for evaluating all Brisbane South PHN co-designed initiatives to determine their contribution to reconciliation. | June 2024 | Chief Executive Officer |

Action 4: Promote positive race relations through anti-discrimination strategies.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|--------------------------|---|
| a) Review, update and communicate an anti-discrimination policy for our organisation. | May 2023, 2024, 2025 | Chief Executive Officer |
| b) Work with HR to continuously improve HR policies and procedures concerned with anti-discrimination. | September 2023 | Director for First Nations Partnerships and Integration |
| c) Provide ongoing education to senior leaders and managers on the effects of racism. | June 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| d) ELT and Managers throughout the organisation to publicly support anti-discrimination campaigns, initiatives, and stances against racism. | June 2023, 2024, 2025 | Chief Executive Officer |
| e) Engage with Aboriginal and Torres Strait Islander advisors to continuously inform and improve our anti-discrimination policy. | June 2024 | Director for First Nations Partnerships and Integration |
| f) Review and revise current anti-racism training sessions to create opportunities for all employees to participate. | May 2023, 2024, 2025 | Chief Executive Officer |
| g) Share educational information through the use of email and all staff meetings regarding racism. | June 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| h) Carry out an anti-racism audit which is under development by the PHN Collective. | June 2023 | Director for First Nations Partnerships and Integration |



Respect

Brisbane South PHN acknowledges and respects the Traditional Owners of the regions in which we engage. From this, we commit to communicating our appreciation through all aspects of engagement throughout the organisation by including learning and celebration.

As an organisation, we listen to and are guided by the First Nations communities and key First Nations stakeholders to ensure respectful authentic acknowledgement of First Nations cultures and histories.

Further to this, we will be mindful of the knowledge and rights of the First Nations people in the Brisbane south region. By doing this, we aim to increase health outcomes for First Nations people in the Brisbane south region.

Action 5: Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|------------------------------|---|
| a) Review, implement and communicate a Cultural Learning Strategy. | May 2023, 2024, 2025 | Chief Executive Officer |
| b) Executive Leadership Team to be updated bi-annually on the progress of Cultural training including: <ul style="list-style-type: none"> • A breakdown of staff involvement with cultural training to ensure planning surrounding cultural training is strategic and is adjusted if required. • A summary of involvement of internal and external cultural consultants. | May 2023, 2024, 2025 | Chief Executive Officer |
| c) Review and maintain all Brisbane South PHN First Nations cultural learning resources. Such resources will be stored and accessible for internal use on SharePoint and the Intranet and, for external use via the public PHN website and the First Nations Health Focus website. | November 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| d) Commit all FNAWG members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning. | June 2023, 2024, 2025 | Chief Executive Officer |
| e) Consult local First Nations advisors on the implementation of a cultural learning strategy. | May 2023, 2024, 2025 | Chief Executive Officer |

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|---------------------------------|--------------------------------|
| <p>f) Ensure 100% of staff complete a cultural capacity training annually that furthers their own understanding of Aboriginal and/or Torres Strait Islander cultures, as identified and negotiated with their manager in their annual learning and work plan. Our target is that 60% of staff engage in face-to-face training and 80% of staff will engage in online training.</p> <ul style="list-style-type: none"> • Collaborate with HR to ensure that new staff are provided with the links to the online cultural capacity training. • Follow up any staff who have not completed their cultural capacity training and offer support if required. • Review delivery methods and content of cultural training annually to ensure that it is current and appropriate. | <p>May 2023, 2024, 2025</p> | <p>Chief Executive Officer</p> |
| <p>g) Brisbane South PHN Board, Councils and First Nations advisory group members must submit evidence of annual training as an annual board item.</p> | <p>May 2023, 2024, 2025</p> | <p>Chief Executive Officer</p> |

Action 6: Demonstrate respect to First Nations peoples by observing cultural protocols.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|----------------------------------|--|
| <p>a) Increase staff understanding surrounding the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through All Staff Meetings and regularly sharing resources and educational materials with staff.</p> | <p>June 2023, 2024, 2025</p> | <p>Chief Executive Officer</p> <p>General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity</p> |
| <p>b) Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.</p> | <p>June 2023</p> | <p>Chief Executive Officer</p> <p>General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity</p> |
| <p>c) Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at 3 significant events each year.</p> | <p>May 2023, 2024, 2025</p> | <p>Chief Executive Officer</p> |

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|------------------------------|-------------------------|
| d) Include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings and events further to action c in this section. | May 2023, 2024, 2025 | Chief Executive Officer |
| e) Display Acknowledgment of Country plaques in our offices and meeting rooms for staff to reference and use. <ul style="list-style-type: none"> • Every meeting space and office in the organisation will have an Acknowledgement of Country plaque. (20 plaques) • Monitoring of the plaques will be carried out on a regular basis to ensure that all meeting spaces and offices within the organisation still have their Acknowledgement of Country plaque. | November 2023, 2024, 2025 | Chief Executive Officer |

Action 7: Engage with First Nations cultures and histories by celebrating NAIDOC Week.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|--------------------------|-------------------------|
| a) FNAWG to organise and participate in three (3) organisation-wide NAIDOC Week event annually, in consultation with First Nations stakeholders and community members. | July 2023, 2024, 2025 | Chief Executive Officer |
| b) Leading up to NAIDOC Week, review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. In particular, to allow First Nations employees the flexibility and opportunity to fulfil their cultural and communal duties, particularly during NAIDOC Week. | June 2023, 2024, 2025 | Chief Executive Officer |
| c) Encourage and support staff and Executive Leadership Team to participate in 5 external events to recognise and celebrate NAIDOC Week. | June 2023, 2024, 2025 | Chief Executive Officer |
| d) In consultation with First Nations stakeholders, support 3 external NAIDOC Week events each year. | July 2023, 2024, 2025 | Chief Executive Officer |
| e) First Nations Advisory Working Group Working Group to participate in an external NAIDOC Week event. | July 2023, 2024, 2025 | Chief Executive Officer |

Action 8: Establish a First Nations Health Education Program for professionals and Health Practitioners.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|---------------------------|--|
| a) Collaborate with Aboriginal and Torres Strait Islander organisations to develop an engagement plan for the Health Education program to improve the identification and care for First Nations consumers. | November 2024 | Director for First Nations Partnerships and Integration |
| b) Establish collaborative sessions and feedback between Executive Leadership Team and external Aboriginal and Torres Strait Islander organisations to review program implementation. | July 2023, 2024, 2025 | Chief Executive Officer Director for First Nations Partnerships and Integration |
| c) Collaborate with Marketing and Communications Team to ensure networking, communication and promotion for the program is culturally appropriate and First Nations cultures are visible. | November 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |

Action 9: Incorporate First Nations voices and cultural perspectives into BSPHN organisational planning and service delivery.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|----------------------|--|
| a) Build respect and understanding for First Nations cultures, strengths and perspectives through improved quality and accessibility of the organisation's relevant data holdings, including the Health Needs Assessment. | May 2023, 2024 | Chief Executive Officer |
| b) Continue to deliver our annual First Nations Forum which will offer Aboriginal and Torres Strait Islander community members and Elders to have their voices heard, collaborate regarding priority areas in the Brisbane south region and also, the opportunity to share their cultural perspectives for future planning and service delivery. | May 2023, 2024, 2025 | General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity |
| c) At the First Nations forum, provide First Nations stakeholders and communities with an update on our RAP progress and invite feedback and collaboration on implementation and initiatives. | May 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |

The PHN advocates for a diverse workplace with equal opportunities and offers First Nations people's meaningful careers, with their culture a valued part of the organisation's day-to-day operations.

Brisbane South PHN have developed a suite of strategies to guide implementation of reconciliation.

Workforce Strategy, the key priority areas of the strategy include, attraction and retention, workforce skill development, workforce design and workforce planning and evaluation through a First Nations Advisory Council. Procurement Strategy, the key priority areas of the strategy include, continuous quality improvement of Brisbane South PHN procurement processes to support cultural safety and self-determination of First Nations peoples; contribute to the market-shaping and development of First Nations-owned and operated business in the local region and; Increase Brisbane South PHN's proportional investment in First Nations-owned and operated business. Our aim is to foster an organisation that benefits from the diversity of perspectives in our workforce and to become an employer of choice for First Nations people across the Brisbane south region.

Action 10: Improve employment outcomes by increasing First Nations recruitment, retention and professional development.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|------------------------------|-------------------------|
| a) Engage with First Nations staff, and First Nations Advisory Group and Council to consult on our recruitment, retention and professional development strategy. | July 2023, 2024, 2025 | Chief Executive Officer |
| b) Annually review the First Nations recruitment, retention and professional development strategy to ensure effectiveness and appropriateness. | July 2023, 2024, 2025 | Chief Executive Officer |
| c) Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace. | July 2023, 2024, 2025 | Chief Executive Officer |
| d) Advertise job vacancies to effectively reach First Nations stakeholders. | March 2023, 2024, 2025 | Chief Executive Officer |
| e) Implement a process to review all vacancies and consider identification as First Nations dedicated role(s). | April 2023, 2024, 2025 | Chief Executive Officer |
| f) Ensure that Brisbane South PHN advisory councils have First Nations representation. | November 2023, 2024, 2025 | Chief Executive Officer |

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|------------------------------|------------------------------------|
| g) Increase the percentage of First Nations employees over the next 3 years to 5%. | June 2023, 2024, 2025 | Chief Executive Officer |
| h) Build and establish a specific workforce program to foster traineeships, cadetship, scholarships programs or work placement programs for young Aboriginal and/or Torres Strait Islander people within our region, including: <ul style="list-style-type: none"> Continuing to deliver the Aunty Joan Hendrix Bursary Program. Partnering with First Nations training organisations and universities. Partnering with local TAFE's. | May 2023, 2024, 2025 | Chief Executive Officer |
| i) Develop a First Nations Leadership Strategy and integrate into First Nations Workforce Strategy, to support First Nations employees into leadership opportunities. | November 2023, 2024, 2025 | Chief Executive Officer |
| j) Partner with a First Nations Organisations to support primary health care providers have access to cultural orientation for their employees. | August 2024, 2025 | General Manager, Primary Health |

Action 11: Increase First Nations supplier diversity to support improved economic and social outcomes.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|--------------------------|--------------------------------|
| a) Continue to implement First Nations procurement strategy and maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | June 2023, 2024, 2025 | Deputy Chief Executive Officer |
| b) Review and communicate opportunities for procurement of goods and services from First Nations businesses to staff via internal communication strategy. | June 2023, 2024, 2025 | Deputy Chief Executive Officer |
| c) Train all relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation. | June 2023, 2024, 2025 | Deputy Chief Executive Officer |

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|---------------------------------------|---------------------------------------|
| <p>d) Continue to implement the commissioning policy approved by the board, which ensures that all First Nations identified funding is directly allocated to Aboriginal and Torres Strait Islander health services in our region.</p> | <p>June 2023, 2024, 2025</p> | <p>Deputy Chief Executive Officer</p> |
| <p>e) Implement initiatives to increase the cultural safety and appropriateness within all procurement processes, including:</p> <ul style="list-style-type: none"> • Implementation of standardised Evaluation Criteria to assess cultural appropriateness and safety. • 100% use of standardised Evaluation Criteria to assess provider cultural appropriateness and safety. • Key Performance Indicators relating to access to services by First Nations peoples applied to 100% of mainstream service delivery contracts. • Health planning and surveillance activities include a specific focus on First Nations peoples as part of business-as-usual. | <p>August 2023, 2024, 2025</p> | <p>Deputy Chief Executive Officer</p> |
| <p>f) Review and update procurement practices, commissioning policies and commissioning procedures to ensure there are no barriers to procuring goods and services from First Nations businesses.</p> | <p>September 2023, 2024, 2025</p> | <p>Deputy Chief Executive Officer</p> |
| <p>g) Advocate for identified funding to be directly provided to Aboriginal and Torres Strait Islander Community Health Organisations to support self-determination.</p> | <p>September 2025</p> | <p>Chief Executive Officer</p> |

Action 12: Embed the requirement that all service providers commissioned by the PHN display their commitment to reconciliation and promoting cultural safety in the delivery of their services.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|------------------|---|
| <p>a) Develop a process to ensure all Brisbane South PHN service provider contracts report participation of First Nation peoples within our programs, and where appropriate, participation in workforce upskilling, delivery of culturally safe services and impact measures.</p> | <p>June 2025</p> | <p>Deputy Chief Executive Officer</p> |
| <p>b) Develop and implement a reporting requirement for all Brisbane South PHN providers to ensure that their service delivery methods are culturally safe, including:</p> <ul style="list-style-type: none"> • The First Nations Procurement Strategy to data collection surrounding cultural safety when assessing potential commissioned providers. • As per funding agreements, commissioned service providers have a set KPI to report on First Nations consumer engagement and employment. | <p>July 2024</p> | <p>General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity,</p> <p>General Manager Child, Family & Older Persons</p> |

The PHN is committed to achieving and reporting on all the targets in this Reconciliation Action Plan. We commit to maintaining responsible, transparent and inclusive governance of this plan.

Action 13: Establish and maintain an effective First Nations Advisory Working Group (FNAWG) to drive governance of the RAP

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|---|--|
| a) Maintain First Nations representation on the FNAWG to ensure that at least one First Nations person is represented. | October 2023, 2024, 2025 | Chief Executive Officer Director for First Nations Partnerships and Integration |
| b) Review and apply a Terms of Reference for the FNAWG to consider the mission and vision of the group. | October 2023, 2024, 2025 | Chief Executive Officer Director for First Nations Partnerships and Integration |
| c) Support an upcoming Brisbane South PHN First Nations staff member to chair the FNAWG. | October 2023, 2024, 2025 | Chief Executive Officer Director for First Nations Partnerships and Integration |
| d) Meet quarterly to drive and monitor RAP implementation. | February, April, July, October 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |

Action 14: Provide appropriate support for effective implementation of RAP commitments.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|---------------------------|-------------------------|
| a) Embed key RAP actions in performance expectations of executive leadership and senior leadership team and all staff. | April 2023, 2024, 2025 | Chief Executive Officer |
| b) Embed appropriate resources for RAP implementation. | April 2023, 2024, 2025 | Chief Executive Officer |
| c) Embed appropriate systems to track, measure and report on RAP commitments. | April 2023, 2024, 2025 | Chief Executive Officer |

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|-----------------------------|---|
| d) Ensure regular communication between the FNAWG and relevant staff to ensure all responsible persons are aware of their actions. | April 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| e) Maintain a RAP Champion from the Executive Leadership Team. | October 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| f) Invite the RAP Champions to the FNAWG meetings. | October 2023, 2024, 2025 | Director for First Nations Partnerships and Integration |
| g) Include the RAP as a standing item at the Executive Leadership team meetings. | October 2023, 2024, 2025 | Chief Executive Officer |

Action 15: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|--|--|
| a) Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30 September 2023, 2024, 2025 | Director for First Nations Partnerships and Integration General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity |
| b) Report RAP progress to all staff and Board quarterly. | February, April, July, October 2023, 2024, 2025 | Director for First Nations Partnerships and Integration General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity |

Action 15: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|--------------------------------------|--|
| <p>c) Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings and additionally, ensure that all information is correct and up to date.</p> | <p>November 2023, 2024, 2025</p> | <p>Director for First Nations Partnerships and Integration</p> <p>General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity</p> |
| <p>d) Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</p> | <p>1 August 2023, 2024, 2025</p> | <p>Director for First Nations Partnerships and Integration</p> <p>General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity</p> |
| <p>e) Submit a traffic light report to Reconciliation Australia at the conclusion of the RAP.</p> | <p>January 2026</p> | <p>Director for First Nations Partnerships and Integration</p> <p>General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity</p> |
| <p>f) 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.</p> | <p>30 June 2023, 2024, 2025</p> | <p>Director for First Nations Partnerships and Integration</p> <p>General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity</p> |

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|--|----------|---|
| g) Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2024 | Director for First Nations Partnerships and Integration General Manager Mental Health, Suicide Prevention, Alcohol & Other Drugs, Cultural Diversity |

Action 16: Continue our reconciliation journey by developing our next RAP.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|----------|---|
| a) Register via Reconciliation Australia's website to begin developing our next RAP. | May 2025 | Director for First Nations Partnerships and Integration |
| b) Forward plan consultation across the organisation to ensure that development of our next RAP is comprehensive, appropriate and meets the need. | May 2025 | Director for First Nations Partnerships and Integration |

Action 17: Include First Nations participation in organisational governance and leadership.

| DELIVERABLES | TIMELINE | RESPONSIBLE PERSONS |
|---|---------------------------|--|
| a) Develop First Nations Advisory Council, that can provide expert advice and recommendations to the Board on a range of clinical and community issues. This advisory group provides guidance to the board and informs decision-making and assist in developing strategies that respond to specific First Nations health needs in the region. | March 2023 | Chief Executive Officer Director for First Nations Partnerships and Integration |
| b) Develop a Terms of Reference for the group to ensure that the role of the group is clearly articulated. | March 2023 | Director for First Nations Partnerships and Integration |
| c) Add First Nations Advisory Council to the First Nations Governance structure to ensure consultation and reporting lines are clear. | March 2023 | Director for First Nations Partnerships and Integration |
| d) Ensure at least one (1) First Nations person is represented on the Brisbane South PHN Board. | November 2023, 2024, 2025 | Brisbane South PHN Board and Chief Executive Officer |

Contact details

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