



Innovate Reconciliation Action Plan

July 2026 – July 2028



ST JOHN OF GOD
Health Care

Acknowledgement of Country

St John of God Health Care acknowledges the Traditional Custodians of the lands on which we live, work and provide care across Australia. We offer our deepest respect to Elders past and present and honour their enduring connection to Country, culture and community.

We recognise the strength of Aboriginal and Torres Strait Islander peoples in carrying knowledge, culture and truth forward and acknowledge the impacts of our shared history. We commit to walking a path of reconciliation grounded in respect, justice and partnership – working together to create culturally safe, equitable and healing environments for all.

Cover artwork:
"Learning Together" by Darryl Bellotti

Darryl Bellotti is a Yamatji and Noongar artist who uses his creative abilities to pass on traditional knowledge and works to ensure people around the world can share in the rich and diverse culture of Aboriginal people.

The artwork tells the story of understanding and learning together on the journey to better health and wellbeing. From all corners of the Earth, we come. Our paths are different and often challenging, with significant events taking place along our journey. From deserts to the coast and back again, across rivers and seas. There will always be times where we need to come together, share stories, learn and find our peace and healing. Here in this place, we can find our healing and our spirits can soar above, free and at peace.

Terminology

The following definitions are drawn from a range of cultural sources. Where source material may refer specifically to Aboriginal peoples or cultures, St John of God Health Care acknowledges and respects that these definitions apply equally to Aboriginal and Torres Strait Islander peoples and cultures, and this is reflected throughout this document.

Cultural security – seeks to create interactions between health workers and health service users that do 'not compromise the legitimate cultural rights, views, values and expectations of Aboriginal and Torres Strait Islander peoples'. A culturally secure organisation ensures that policies, practices and services are not only respectful, but actively supportive of cultures. It moves beyond awareness to ensure actions, behaviours and systems provide equitable outcomes and safety. (Poirier et al, 2025).

Cultural safety – is an environment – particularly in healthcare, workplaces, or service delivery – where individuals feel respected, valued, and safe to be themselves without experiencing assault, challenge, or denial of their identity. It requires acknowledging power imbalances, addressing unconscious bias and racism, and ensuring Aboriginal and Torres Strait Islander peoples feel empowered to express their culture. (Closing the Gap, 2019).

Cultural authority – Aboriginal cultural authority refers to the inherent rights, expertise, and decision-making power held by senior Indigenous custodians (Elders, men, and women) based on their lifelong commitment to practising traditional lore, law, and customs. It dictates who can speak for specific Country, knowledge, and ceremonies, operating as a traditional governance system. (Treaty Authority, 2025).

Cultural humility – Is a lifelong process of self-reflection and personal learning where individuals examine their own biases and power imbalances to respectfully engage with people of different backgrounds. It focuses on learning from others as experts in their own lives rather than striving for competence in other cultures. (Curtis et al, 2019).

Reconciliation governance – Reconciliation governance within St John of God Health Care relates to; governing bodies and committees such as the National and local Reconciliation Action Plan (RAP) Working Groups, roles accountable for RAP responsibility and the supporting structures such as relationships, reporting, policy, monitoring and evaluation frameworks.

Reconciliation Australia commends St John of God Health Care (SJGHC) on the formal endorsement of its fourth Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. SJGHC continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that SJGHC will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to SJGHC using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.



The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for SJGHC to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, SJGHC will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of SJGHC's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations SJGHC on your fourth Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

At St John of God Health Care, our vision for reconciliation is for Aboriginal and Torres Strait Islander peoples to experience culturally safe, respectful and equitable care, and to feel valued and supported across our organisation.

Guided by our Value of Respect, we honour the enduring cultures, knowledge and strengths of Aboriginal and Torres Strait Islander peoples and recognise reconciliation as central to who we are and shaping how we listen, how we act, and how we serve our communities.

Our Innovate RAP 2026–2028 is guided by four interconnected focus areas: Cultural Safety and Respect, Relationships, Aboriginal Employment, and Health Care Access and Equity. By concentrating on these focus areas, we will embed cultural safety into our systems, strengthen genuine partnerships, create meaningful Aboriginal employment opportunities, and improve access to equitable health care. By doing so, we will strengthen our role in Closing the Gap.

By embedding reconciliation within our systems, structures and culture, we are building a strong foundation for lasting change. Our commitment is ongoing - ensuring reconciliation remains a living, evolving journey that strengthens trust, accountability and shared decision-making across St John of God Health Care and the communities we serve.

Group Chief Executive Officer, Bryan Pyne



We have made meaningful progress on our reconciliation journey at St John of God Health Care, and I am pleased to share our Innovate RAP for 2026–2028.

This next phase builds on the foundations established in 2024–2026, with a focus on deepening impact, accountability and cultural integrity.

At the heart of our reconciliation efforts is a commitment to listen to and learn from Aboriginal and Torres Strait Islander peoples, and to walk alongside communities in a spirit of respect, partnership and shared understanding.

As a leading not-for-profit, for-purpose provider of health care and community services across Australia, we recognise that we have a significant, positive impact on the wellbeing of our communities, particularly those with the greatest unmet health needs. This purpose underpins our reconciliation priorities and drives our efforts to improve access and equity, strengthen relationships, support Aboriginal employment, and provide culturally safe and respectful care.

Our commitment is embedded in our Strategy, launched in 2025, including our Care Journey and Community Impact initiatives to improve access, enhance experiences and build stronger relationships for the future.

Reconciliation is both a personal journey for me and a leadership responsibility. It requires visible commitment, accountability for outcomes, and a willingness to listen, learn and act. Our leaders and caregivers have a role in setting the tone, creating culturally safe environments, and ensuring our commitments are translated into meaningful, measurable change across our services and communities.

I acknowledge the Aboriginal and Torres Strait Islander peoples and communities who guide and shape this work, and I thank our caregivers for the role they play in bringing reconciliation to life every day through compassionate, committed and connected care.

This RAP is both a commitment and an invitation: to keep learning, to act with respect, and to walk forward together in genuine partnership.

District Aboriginal Co-operative representative at the smoking ceremony for the St John of God Ballarat Hospital redevelopment blessing and opening ceremony.

Our Ministry

St John of God Health Care is a leading not-for-profit, for-purpose provider of high-quality health care and community services. We play a vital role in Australian health care and exist to benefit the community by supporting our patients, our caregivers, and those with the greatest unmet health needs.

Our commitment to compassionate, Mission-driven care runs deep. Established in 1895 by the Sisters of St John of God, we remain inspired by their generous spirit to go beyond what might be expected.

Today, we are one of Australia's largest private hospital operators and not-for-profit Catholic health care providers. We employ more than 15,000 dedicated caregivers across Australia, New Zealand and the wider Asia-Pacific region. We operate 25 outstanding health care facilities with more than 3,120 beds and provide a wide range of free community wellbeing support services, health care at home and disability services. As of 31 March 2026, we employ 62 Aboriginal and Torres Strait Islander caregivers.

Our Vision

Our Vision is to be recognised for care that provides healing, hope and a greater sense of dignity, especially to those most in need.

Our Mission

Our Mission is to continue the healing mission of Jesus.

Our Values

Our core Values reflect our heritage and guide our behaviours:

- **Hospitality** – A welcoming openness, providing material and spiritual comfort to all.
- **Compassion** – Feeling with others and striving to understand their lives, experiences, discomfort and suffering, with a willingness to reach out in solidarity.
- **Respect** – Treasuring the unique dignity of every person and recognising the sacredness of all creation.
- **Justice** – A balanced and fair relationship with self, neighbour, all of creation and with God.
- **Excellence** – Striving for excellence in the care and services we provide.



Our Reconciliation learnings to date

Key learnings from actions undertaken through our previous Innovate RAP 2024-2026 are outlined below.

Relationships and Respect

- **Building on our commitment to strengthening relationships through partnerships, local engagement and cultural events**, we have learned that meaningful relationships and resulting collaborations take time – often years. Trust cannot be assumed or expedited. It is established through long-term, consistent, genuine and authentic organisational commitment to reciprocity and shared benefit.
- **As we expanded cultural awareness training and local engagement activities**, we learned that increased cross-cultural understanding builds caregiver confidence to ask questions, seek clarification and engage with cultural nuance. This has reduced fear of causing offence and enabled deeper, more respectful relationships across our services.
- **Through actions to embed cultural recognition within our facilities including artwork, signage and spaces for reflection**, we have learned that visual and physical expressions of culture significantly shape how Aboriginal and Torres Strait Islander peoples experience our organisation.

This has reinforced the importance of careful consultation, cultural authority and appropriate investment when creating culturally safe and welcoming environments.

- **As participation in National Reconciliation Week, NAIDOC Week and other commemorative events increased across the organisation**, we learned that meaningful involvement of Aboriginal and Torres Strait Islander representatives requires early planning and relationship-based engagement. Respecting time commitments, capacity and cultural obligations strengthens participation and outcomes.
- **Following actions to establish or engage with Aboriginal advisory and governance structures**, we have learned that Aboriginal and Torres Strait Islander voices at decision-making tables are essential. Sites with Aboriginal Advisory bodies have experienced accelerated reconciliation progress, better informed decisions and stronger local accountability.

Resourcing Our Reconciliation Journey

- **Building on the establishment of reconciliation governance structures and dedicated reconciliation roles**, we have learned that sustained progress requires intentional and ongoing resourcing. Investment in RAP launches, key cultural events, dedicated personnel, and systems for data collection and evaluation has significantly strengthened our capacity to monitor outcomes, measure impact and demonstrate accountability.
- **As engagement and cultural initiatives expanded**, we learned that the cultural load of reconciliation cannot rest solely with Aboriginal and Torres Strait Islander caregivers or passionate allies. Genuine commitment requires providing time, remuneration, training and access to expertise and consultation, ensuring contributions are valued and culturally safe.
- **Through implementation of resources such as Acknowledge This! training and clearer expectations for Acknowledgement of Country**, we learned that practical guidance supports leaders to move beyond compliance toward sincere, informed and meaningful practice. This has elevated the quality and authenticity of acknowledgements across the organisation.

Understanding the Outcomes and Impacts of Our Commitment

- **As the organisation delivered a growing number of reconciliation actions under the 2024–2026 RAP**, we have learned the importance of shifting focus from measuring outputs alone to the outcomes and impacts those actions generate. This learning informs a more mature approach to evaluation, ensuring reconciliation efforts lead to meaningful and lasting change.
- **Through increased engagement activities and local relationship building initiatives**, we learned that creating space for storytelling deepens engagement, strengthens understanding and builds trust. Storytelling has emerged as a vital mechanism for connection, learning and reconciliation.
- **By embedding reflection questions and review points across RAP actions**, we learned that openly identifying challenges and barriers enables adaptive learning. This reflective practice has strengthened our ability to respond to complexity, refine our approach and continuously improve how we deliver on our reconciliation commitments.

How this positions the 2026–2028 RAP

Collectively, these learnings demonstrate a clear progression from **establishing foundations (2024–2026)** to **deepening impact, accountability and cultural integrity (2026–2028)**. They position St John of God Health Care to take a more intentional, outcomes focused approach to reconciliation, prioritising sustained relationships, culturally safe systems, Aboriginal and Torres Strait Islander employment and leadership, and measurable change grounded in respect and shared responsibility.

Photo: St John of God Subiaco Hospital Chief Executive Officer, Tina Chinery with Reconciliation Program Manager, Shirley Newell and Senior Manager Formation and Ethics, Siobhan Galos with Binar Futures NAIDOC 2025



Our Achievements

Over the course of our Innovate RAP 2024–2026, St John of God Health Care has made significant progress in embedding reconciliation across our organisation. These achievements reflect how our commitment has translated into practice across hospitals and services, strengthened partnerships and community engagement and demonstrated tangible growth in cultural understanding, capability and connection.

Strengthening Relationships Through Trust and Partnership

A defining feature of the Innovate RAP 2024–2026 period has been a deliberate shift from transactional engagement to genuine, relationship-based partnership.

Across sites including Murdoch and Mt Lawley, Aboriginal advisory groups have been established and strengthened, reflecting a move away from deliverable-driven engagement towards listening, yarning and building trust over time.

At Geraldton, partnerships with the Polly Farmer Foundation's *Follow the Dream* initiative have created pathways for education and opportunity. Our Social Outreach service has formed a respectful partnership with the Women's Elders sewing group, while new relationships at Bunbury with the Southwest Aboriginal Medical Service are enabling collaboration in care delivery. At Murdoch, the long-standing Djaalinj Waakinj (Listening and Healing) partnership, supported by pro bono services from Dr George Sim, celebrated the milestone of one hundred surgeries this year.

These relationships extend beyond formal agreements and are embedded in everyday practice, with Aboriginal community members increasingly shaping how services are designed, delivered and evaluated.

Embedding Culture Through Art, Place and Story

Across SJGHC, art and cultural expression have become powerful vehicles for connection, learning, belonging and dialogue. At Ballarat, the creation of a fire pit, possum cloak and cultural artworks have provided spaces for reflection and leadership development. At Mt Lawley, artmaking with Aunty Neta and artwork unveilings have strengthened cultural visibility and respect. At Murdoch and Group Services – Perth office, collaborative artworks have been incorporated into caregiver apparel, visibly expressing our commitment to reconciliation. At Bunbury, joint projects with Career Tracker Aboriginal artist Charlotte Walker have captured shared stories of change.

Initiatives such as the Waalbiiriny Healing Garden at Subiaco supported by the St John of God Foundation, the First Nations book collection at Group Services – Perth office and NAIDOC Week artist-in-residence programs in Geelong have transformed environments into places of cultural storytelling.

Importantly, the act of creating together has been as impactful as the outcomes, fostering meaningful connection and reinforcing culture as something lived, not displayed.

Djoogan Keeningyirra Dance Troupe performing at the Moort Boodjari Mia Mobile Service Launch at St John of God Midland Public and Private Hospital 2025. Photography by Matt Biocich.

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Living Respect Through Celebration and Everyday Practice

Respect across St John of God Health Care has been demonstrated not only through significant events, but through consistent, visible and organisation-wide commitment.

Engagement in National Reconciliation Week (NRW) and NAIDOC Week has continued to grow across all sites, with activities including community lunches in Bendigo and cultural performances in Midland and Subiaco. Attending the National Reconciliation Week breakfast in partnership with Reconciliation Victoria enabled caregivers from St John of God Accord disability services to network and form local connections.

The commencement of organisation-wide, St John of God Health Care developed activities for NRW embraced the One St John of God focus and encouraged collaboration and engagement across all our services in Australia. Initiatives such as an “engagement wall” in Bendigo and caregiver pledges at Midland fostered meaningful community and caregiver participation. RAP Chats

launched in the Group Services offices in Melbourne and Perth created informal, relaxed spaces for cultural learning and conversation.

In New South Wales, Richmond caregivers continued their participation in the Commemoration of the Battle of Richmond Hill alongside local community, reinforcing ongoing relationships. Cultural knowledge-sharing sessions with Aboriginal facilitators and the Reconciliation Program Manager supported understanding of culturally responsive care at Murdoch Hospice and across the Subiaco Oncology Network. Participation across these initiatives continues to increase, reflecting growing confidence and commitment.

There has also been significant progress in the delivery of Acknowledgement of Country. Moving away from scripted approaches, caregivers are increasingly personalising acknowledgements to reflect the occasion and local context. At Geraldton, this shift has led to more authentic expressions, while at Ballarat, new practices have been shaped in partnership with local Aboriginal community members, strengthening respectful and culturally informed practice.

St John of God Midland caregivers celebrating at the Moort Boodjari Mia Outreach Service launch.



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Building Cultural Safety and Capability

Creating culturally safe healthcare environments has remained central to our RAP, with strong progress across learning, leadership and service delivery. Across the organisation, caregivers have engaged in cultural awareness training, immersion experiences and leadership formation. The *Swagging on Country* immersion experience for twelve caregivers was transformative, translating learning into meaningful change. Berwick caregiver Lisa Carmen reflected that “being on Country transformed abstract concepts into lived truth” and has since applied this learning by co-facilitating cultural awareness training for the Southeast Melbourne Hospitals leadership team. Senior leaders at Subiaco participated in cultural formation, while large cohorts of caregivers at Geraldton and Murdoch undertook structured cultural learning programs.

Service delivery initiatives have continued to strengthen culturally safe care. The Moort Boodjari Mia service, featured in the Innovate RAP 2024–2026, is now delivering a mobile service supporting Aboriginal mothers across surrounding catchments and into the WA Wheatbelt. At Bunbury, collaboration with Aboriginal Liaison Officers from the Bunbury Public Health Service has strengthened patient care and documentation, while the Midland Aboriginal Health Team continues to exemplify culturally secure practice. Ballarat developed directories of Aboriginal patient support services, and Subiaco enhanced patient experience through culturally informed signage, resources and welcome materials.

Cultural knowledge-sharing with Aboriginal facilitators and the Reconciliation Program Manager supported culturally responsive care at Murdoch Hospice, Subiaco Oncology Network and through the SJG Foundation. Collectively, these initiatives have resulted in tangible changes to practice, with caregivers reporting increased confidence to engage respectfully, ask questions and embed cultural considerations into everyday care – demonstrating a clear shift from awareness to action.

Expanding Opportunity Through Employment, Education and Access

We have seen strong progress in creating pathways for Aboriginal and Torres Strait Islander peoples across employment, education and healthcare access.

The development of an Aboriginal Employment Framework, alongside enhanced recruitment practices and partnerships with organisations such as Career Trackers, has laid a foundation for more culturally responsive workforce strategies, although Aboriginal Employment remains a key focus area for this RAP 2026 – 2028.

At Mt Lawley, employment targets and relationship-based recruitment approaches have reshaped how candidates are engaged, recognising the importance of cultural protocols and connection.

Education and career pathways have also expanded. Initiatives such as healthcare careers days with Clontarf Academy in Warrnambool, scholarships through Australian Catholic University in NSW, and internship opportunities at Bunbury are supporting the next generation of Aboriginal health professionals.

The Sister Bridget Clancy Scholarship for the Empowerment of Women supported an Aboriginal caregiver to obtain her Masters of Indigenous Business Leadership, creating opportunities for growth personally and professionally.

In healthcare delivery, sites are collaborating with communities to improve access and outcomes. At Midland, culturally tailored patient information resources and Closing the Gap initiatives are improving engagement, while at Geelong, a partnership with the local Aboriginal Medical Service is addressing health gaps through diabetes education programs in community clinics. Feedback from Aboriginal patients, such as positive experiences in Ballarat Emergency Department and culturally safe palliative care in Geraldton demonstrate the impact of this work.



Strengthening Governance, Leadership and Accountability

Reconciliation is increasingly embedded as core business within St John of God Health Care.

The appointment of a Reconciliation Program Manager has been a key enabler, strengthening connection across sites through initiatives such as the Yarn Forum, reconciliation pages on the Cora intranet, site visits, advocacy and education and organisation-wide communications including *Food for Thought Tuesday*. This has supported a more cohesive and informed reconciliation community.

Governance and accountability have also been strengthened through improved data visibility, procurement strategies and reporting mechanisms. At Mt Lawley and Health Care at Home, accreditation processes recognised the organisation’s growing capability to provide culturally appropriate care. At Subiaco, reconciliation initiatives are being integrated into accreditation planning and clinical education.

Importantly, reconciliation is starting to be recognised as an integral element to quality, risk, safety and organisational excellence.

Evolving How We Measure and Share Impact

One of the most significant shifts in this RAP has been how we understand and measure success.

The introduction of reflection questions, shared learning and storytelling as a reporting methodology have contributed to informing continuous improvement, ensuring that reconciliation remains dynamic, responsive and grounded in lived experience. Stories of change, from artwork projects to shifts in caregiver mindset are providing deeper insight into the outcomes of our work.

This approach has helped shift the focus from outputs to outcomes, highlighting changes in relationships, behaviours and cultural confidence over time.

Our Future

Our achievements across this RAP period reflect the collective efforts of caregivers, leaders, Aboriginal and Torres Strait Islander partners, and communities across all our hospitals and services. While there is still work to do, we have laid a foundation, guided by a commitment to relationship, respect, opportunity and accountability. Most importantly, we are learning to listen, to walk together, and to allow reconciliation to shape not only what we do, but how we do it every day.

***Facing page:** Sea of Hands display St John of God Berwick National Reconciliation Week 2024*





St John of God Health Care caregivers with Gaston Stewart, Traditional Owner, on the lands of the Karriyarra People at Yandeyarra Community.

Facing page: Swagging on the riverbank in the Yandeyarra Community.

Stories of Change

Swagging on Country

From immersion to organisational change

St John of God Health Care has committed to investing in learning experiences that move beyond cultural awareness to deep, relational understanding. A key initiative is *Swagging on Country*, an Aboriginal-led cultural immersion that brings caregivers onto Country to listen, learn and reflect alongside Traditional Custodians.

In August 2025, twelve caregivers participated in the program, hosted by Aboriginal cultural leaders of the Yandeyarra Community on the lands of the Karriyarra people in north-west Western Australia. Generously sponsored by Bank First and HESTA, the experience created space for reflection on how time on Country can shift perspectives, deepen relationships and strengthen culturally safe practice.

Swagging on Country was intentionally immersive. Caregivers lived briefly within cultural rhythms – sleeping in canvas swags on the riverbank, sharing meals, walking Country, sitting by the fire yarning, and letting go of the pace and structure of everyday work. Learning was guided by Aboriginal hosts through storytelling, song, shared experience and quiet observation. Participants consistently reflected on the profound impact of being welcomed onto Country, describing a deepened connection to land, people and spirit, and a clearer understanding of Country as living, storied and lawful. For many, the experience encouraged reflection and healing; for others, listening to stories of history, resilience and responsibility challenged assumptions and prompted honest self-examination. As one participant observed, it revealed “a different way of seeing the world – one where the past is always present and land is an extension of family and ancestors.”

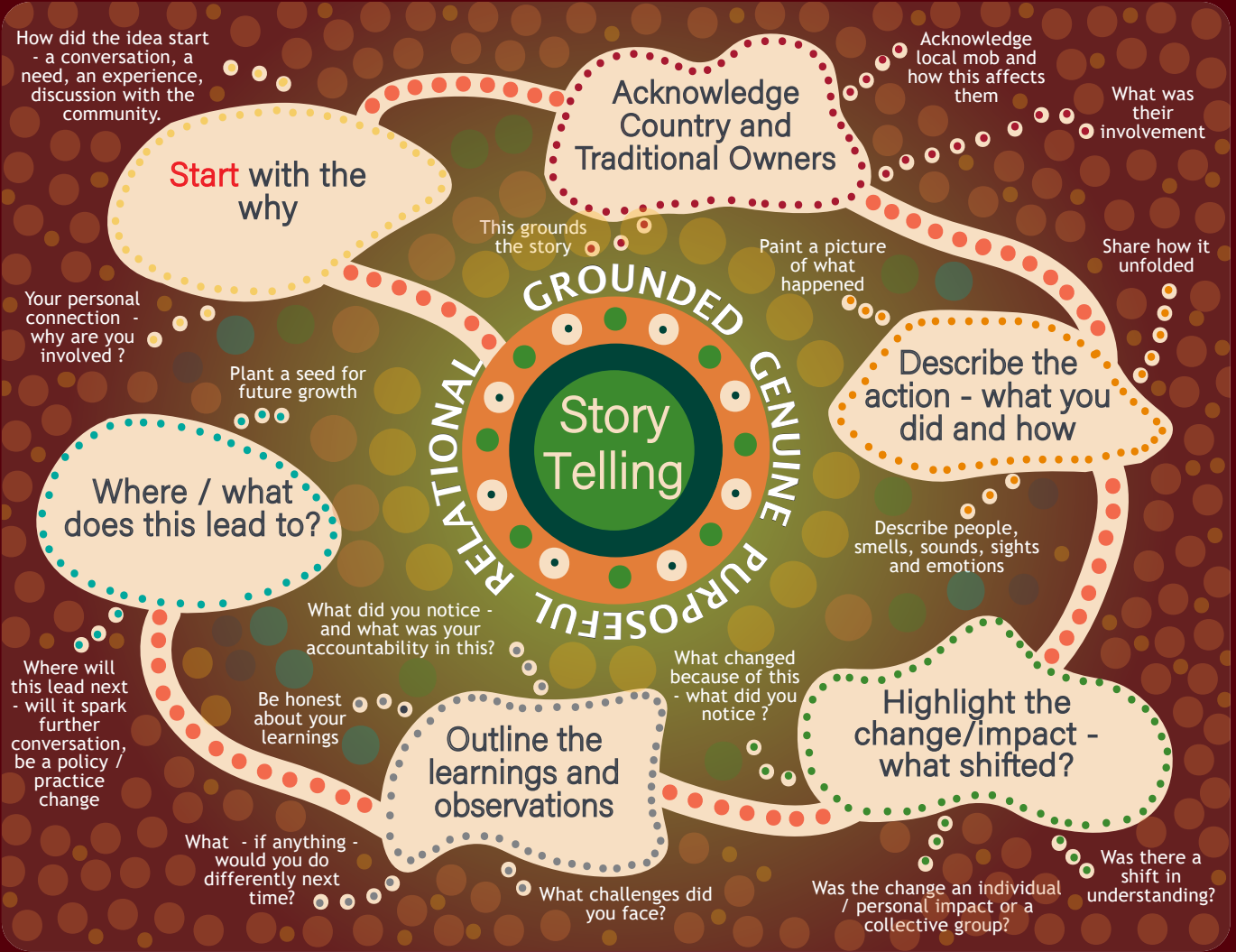
For Southeast Melbourne caregiver Lisa Carmen, the immersion marked a turning point. Entering the experience with a desire to move beyond policy and theory, Lisa emerged with a deeper sense of responsibility. With Aboriginal voices leading all aspects of the program, participants were positioned as guests – listeners and witnesses. Lisa reflected that reconciliation is not achieved through intent alone, but through humility, relationship and action. On her return, she co-facilitated a Local Leader Cultural Awareness formation day for 18 leaders, centring the session on storytelling rather than compliance. Feedback reflected a shift from awareness to accountability, with leaders engaging in deeper conversations about cultural safety, trust and responsibility. Lisa described *Swagging on Country* not as an endpoint, but a beginning – reinforcing the power of story to drive organisational change.

Collectively, participants identified shared learnings: the privilege and responsibility of being invited into cultural spaces; the importance of acknowledging the impacts of colonisation and systemic harm; and the strength, generosity and resilience of Aboriginal communities. The program affirmed that meaningful reconciliation requires time, trust, truth-telling and sustained organisational commitment. It reinforced the importance of walking alongside Aboriginal people, rather than speaking for them, and of learning experiences that engage the heart as well as the mind.

As St John of God Health Care continues its reconciliation journey, experiences such as *Swagging on Country* will inform future learning, leadership and engagement initiatives under the RAP. Participants returned changed – more curious, more accountable and more committed to culturally safe and respectful care. Reconciliation is built through everyday relationships and choices, and *Swagging on Country* represents a moment that continues to ripple outward through practice, advocacy and shared purpose.



Stories of Change continued



Learning and Celebrating Through Story

From Data to Deep Listening: Embedding Storytelling in Our Reconciliation Journey

At St John of God Health Care, our reconciliation journey is shaped not only by what we do, but by how we listen, learn and walk alongside Aboriginal and Torres Strait Islander peoples. The introduction of storytelling as a formal RAP reporting methodology reflects a deliberate shift from transactional reporting toward deeper, relational understanding.

Above: St John of God Health Care Storytelling Guide developed by Shirley Newell 2025 utilising many references combined Muru Mittigari, 2024; Aboriginal Pedagogy, 2022; Koori Curriculum, 2025; First Nations Pedagogy, 2023
Right: Collation of Stories of Change.



This shift was prompted by a critical question: are we truly hearing the voices behind our data? While traditional reporting captured activity and outputs, it often missed lived experience, cultural depth and relational impact that are core elements of reconciliation. Through engagement with caregivers, community partners and the National RAP Working Group, a clear need emerged to create space for authentic, grounded stories that reflect relationships, learning and change.

Grounded in the lands on which we live and work, we acknowledge that storytelling has always been central to Aboriginal and Torres Strait Islander ways of sharing knowledge, sustaining culture and passing on wisdom. It is not simply communication, but a way of knowing, being and doing. Embedding storytelling within our RAP honours this practice while integrating it into organisational systems.

Storytelling was introduced not just as a reporting tool, but as a new way of seeing. Caregivers were supported through a structured guide to articulate purpose, actions, impact and reflection – mirroring relational, non-linear knowledge-sharing practices. This enabled a shift from describing activity to expressing meaning: cultural awareness sessions became stories of growth, partnerships reflected trust built over time, and clinical improvements became stories of patients feeling safe, heard and respected.

Importantly, storytelling fostered humility and accountability. Not all stories reflected success; many spoke to challenges, uncertainty and the ongoing work required to embed culturally safe practice. This reinforced that reconciliation is not a destination, but a continuous journey of learning and reflection.

Alongside learning, storytelling created space to recognise and celebrate moments where reconciliation is lived – through connection, shared laughter, cultural pride and environments where Aboriginal and Torres Strait Islander voices are valued and respected. These moments are not separate from reconciliation work; they are evidence of it.

Through storytelling, reconciliation has become more visible, meaningful and embedded in everyday practice – grounded in people, relationships and truth.

St John of God Midland Aboriginal Liaison caregiver Des Headland at NAIDOC 2024 celebrations.



Our Reconciliation Action Plan

St John of God Health Care’s fourth *Innovate Reconciliation Action Plan (RAP) 2026–2028* marks a deliberate, values-led progression from foundational commitment to deeper integration.

Building on strong foundations established across our journey to date, this phase focuses on embedding reconciliation within the systems, behaviours and culture of our organisation. Guided by our strategic aspiration statement, *Every Moment Matters*, we recognise that each interaction, decision and experience in our health and community services contributes to culturally safe, equitable and respectful care for Aboriginal and Torres Strait Islander peoples.

This RAP is grounded in the understanding that reconciliation is not a standalone initiative, but a shared organisational responsibility enacted through consistent everyday practice. It is underpinned by strong governance and sustained leadership at every level. The Chief Mission Integration Officer is the Executive Sponsor of the St John of God Health Care RAP. The National Reconciliation Action Plan Working Group (NRAPWG) is co-chaired by the Chief Mission Integration Officer and the Reconciliation Program Manager who is an Aboriginal caregiver, ensuring shared leadership and cultural authority in governance.

The NRAPWG brings together a diverse group of leaders and subject matter experts, including roles such as Directors Mission Integration, National Manager Mission Integration, General Manager Patient Experience and Nursing Strategy, Senior Manager Communications and Public Relations, Manager Service Development, Aboriginal Health Manager, Coordinator Aboriginal Maternity Group, Youth Services Practice Leader, Early Career Coordinator, Business Analyst – Group Supply Contracts, Volunteer and Community Inclusion Coordinator, Director Community Mental Health Services, Director Corporate and Service Development, and Executive Assistant (Secretariat). The working group also includes three Aboriginal and Torres Strait Islander senior leaders and caregivers, ensuring

Aboriginal and Torres Strait Islander voices are embedded in decision-making, providing accountability and cultural guidance. It is further strengthened by local site RAP working groups and informed by external Aboriginal Advisory bodies .

As a leading Catholic not-for-profit, for-purpose provider of health care and community services, authenticity and integrity are central to our approach. Reconciliation requires both “systems and soul” – embedding robust structures, policies and accountability mechanisms while fostering truth-telling, cultural humility, reflection and relational ways of working.

The Innovate RAP 2026–2028 focuses on four interconnected priority areas: **Cultural Safety and Respect**, **Relationships**, **Aboriginal Employment**, and **Health Access and Equity**. These priorities reflect where we can have the greatest influence and where sustained effort is required, aligning workforce capability, community connection and service delivery to improve outcomes for Aboriginal and Torres Strait Islander peoples.



Cultural Safety and Respect is fundamental to high-quality care in environments where Aboriginal and Torres Strait Islander peoples feel valued, understood and safe. Through this RAP, we will strengthen organisational cultural safety by developing and embedding a St John of God Health Care Cultural Security Framework, that will define minimum behavioural expectations for all caregivers and provide a consistent foundation for culturally safe practice. Reconciliation will be integrated into governance and core business processes to ensure accountability and visibility at senior leadership levels. We will continue to support caregiver engagement through cultural learning, storytelling, artworks and healing spaces, increasing confidence, reducing fear of “getting it wrong,” and enabling respectful, informed and compassionate care.

Relationships are at the heart of reconciliation. We recognise that authentic partnerships require time, trust and reciprocity. Through this RAP, we will strengthen and sustain meaningful relationships with Aboriginal and Torres Strait Islander communities, organisations and leaders across the regions in which we operate. Partnership approaches will be reviewed to ensure they align with the principles of respect, responsibility, reciprocity and relationality. We will also enhance procurement practices to increase economic participation for Aboriginal and Torres Strait Islander businesses, supporting self-determination and community strength. By promoting tools such as the *Create a Culture of Respect* framework and exploring the establishment of a National Aboriginal Advisory Group, we will ensure Aboriginal voices inform decision-making and that partnerships are guided by mutual benefit and shared learning.

These four priorities are deeply interconnected and enable a whole-of-organisation approach to reconciliation. Cultural safety strengthens care delivery; relationships guide engagement and partnership; employment builds representation and internal capability; and health equity ensures our efforts translate into meaningful outcomes. Together, they embed reconciliation into the fabric of life at St John of God Health Care, not as an add-on, but as a core component of how we operate, lead and serve.

As we look to the future, the Innovate RAP 2026–2028 provides a clear pathway for continued growth. It invites all caregivers to take personal and collective responsibility for advancing reconciliation through everyday actions. Through courage, humility and an ongoing commitment to listening and learning, we will continue to strengthen our social justice commitment, improve health outcomes and honour the dignity of Aboriginal and Torres Strait Islander peoples. In doing so we reaffirm that at St John of God Health Care, *every moment truly matters*, and that many moments contribute to reconciliation.

Aboriginal Employment is a key priority in building a culturally safe, inclusive workforce that reflects the communities we serve. Through the implementation and embedding of our Aboriginal Employment Framework, we aim to position St John of God Health Care as an employer of choice for Aboriginal and Torres Strait Islander peoples. This includes strengthening culturally safe recruitment and retention practices, establishing clear governance to guide employment initiatives, supporting career pathways, and leadership development. We are committed to creating safe workplaces where Aboriginal and Torres Strait Islander caregivers feel respected, supported and empowered to bring their whole selves to work. Aligned with our *People First* strategic pillar, we recognise that a culturally strong and diverse workforce is essential to delivering high-quality, person-centred care.

Health Access and Equity reflects our responsibility to contribute to improved health outcomes for Aboriginal and Torres Strait Islander peoples. Guided by the National Agreement on Closing the Gap and the National Safety and Quality Health Service Standards (NSQHS), we will strengthen our understanding of health inequities and identify where we can have the greatest impact. This includes improving systems for identifying Aboriginal and Torres Strait Islander status through *Asking the Question*, developing culturally responsive optimal care pathways, and assessing current practice against NSQHS requirements. These actions aim to ensure care is culturally safe, accessible and equitable, supporting better health outcomes and more positive care experiences.

SJGHC Reconciliation Focus Areas



CSR Cultural Safety & Respect

St John of God Health Care recognises that cultural safety and respect are essential to delivering culturally safe care and to building a culturally secure organisation where Aboriginal and Torres Strait Islander peoples are valued, understood and respected.

Outcome Statement

St John of God Health Care delivers culturally safe, holistic care in culturally secure environments.

Desired Outcomes

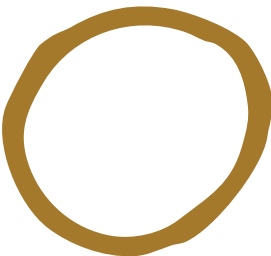
- The organisation receives increased incidences of feedback from patients/clients that they feel culturally safe and respected
- The organisation has reduced numbers of patient/client complaints relating to culturally safe care
- There is a demonstrable increase in caregiver participation in cultural events
- Caregivers feel more confident in their cultural safety and respectful engagement with Aboriginal and Torres Strait Islander peoples
- Observed behaviours reflect cultural safety
- Reconciliation governance is maintained

SJGHC Strategy Focus Area Alignment

People First, Care Journey, Integrated Care, Community Impact

Key Focus Area	Activity	Timing	Responsibility
Cultural Safety and Respect (CSR)	CSR.1 Develop a Cultural Safety Framework for all caregivers including: • Principles of cultural safety • Behavioural expectations • Essential learning programs	Jun-27	Chief Mission Integration Officer
	CSR.2 Identify and implement opportunities to more deeply embed and promote reconciliation across SJGHC's strategy, governance, operations, and sphere of influence	Dec-27	Chief Officers
	CSR.3 Create opportunities for caregivers to engage in reconciliation and additional cultural events including: • Acknowledging important reconciliation events and milestones such as National Reconciliation Week, NAIDOC week, RAP chats and truth telling. • Other events to promote cultural knowledges e.g. storytelling, collaborative artworks and creating healing spaces	Ongoing <i>Annual reviews: Jun-27 Jun-28</i>	Hospital/Service CEOs and Chief Officers

The activities within each key focus area have been deliberately refined to a targeted set of high-impact actions. This intentional focus enables sustained organisational effort, deeper engagement, and stronger organisational impact across the RAP period.



REL Relationships

St John of God Health Care recognises that strong, respectful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations are foundational to advancing reconciliation and improving outcomes.

Outcome Statement

St John of God Health Care has authentic and meaningful relationships with Aboriginal and Torres Strait Islander communities based on hospitality, respect, reciprocity and relationality.

Desired Outcomes

- There is an increase in the number and quality of cooperative relationships
- There is increased numbers of Aboriginal and Torres Strait Islander organisations participating in our procurement tenders and provider agreements
- There are increased numbers of downloads of the Create a Culture of Respect document
- Caregivers feel more confident to engage with Aboriginal and Torres Strait Islander peoples and organisations

SJGHC Strategy Focus Area Alignment

Community Impact, Sustainability

Key Focus Area	Activity	Timing	Responsibility
Relationships (REL)	REL.1 Establish and/or maintain local community relationships and/or partnership agreements across all SJGHC hospitals and services; review annually	Ongoing <i>Annual reviews: Jun-27 Jun-28</i>	Hospital/Service CEOs and Chief Officers
	REL.2 Review SJGHC Aboriginal procurement targets and incorporate Aboriginal procurement practices, supported by external Aboriginal consultation, into the existing Procurement and Supply Chain Policy.	Mar-28	Chief Finance Officer
	REL.3 Develop SJGHC's cultural advisory consultation approach including the option to establish a National Aboriginal Advisory Group	Mar-27	Chief Mission Integration Officer
	REL.4 Review, update and promote the use of the 'SJGHC Create a Culture of Respect – Cultural Engagement Guide' resource	Jun-27	Chief Mission Integration Officer

AE Aboriginal Employment

At St John of God Health Care, embedding our Aboriginal Employment Framework is central to advancing reconciliation and building a culturally safe, inclusive and equitable workforce. Through our Innovate RAP, we are strengthening pathways, removing barriers and empowering Aboriginal and Torres Strait Islander voices to thrive and drive lasting change.

Outcome Statement

St John of God Health Care is an employer of choice for Aboriginal and Torres Strait Islander caregivers.

Desired Outcomes

- Aboriginal and Torres Strait Islander caregivers feel safe, respected, and empowered to contribute authentically in the workplace
- The Aboriginal Employment Framework is recognised as the authoritative reference guiding all aspects of Aboriginal and Torres Strait Islander caregiver employment
- There will be an increase in the uptake of career development opportunities by Aboriginal and Torres Strait Islander caregivers

SJGHC Strategy Focus Area Alignment

People First

Key Focus Area	Activity	Timing	Responsibility
Aboriginal Employment (AE)	AE.1 Finalise the Aboriginal Employment Framework initiatives currently in development including: - Leave policies related to cultural leave, NAIDOC Week and Australia Day - Terms of Reference for an Aboriginal Employment Framework working group - Description of culturally safe recruitment practices - Development of key performance indicators for employment targets	Mar-27	Chief People Officer
	AE.2 Formalise the Aboriginal Employment Framework Working Group to progress objectives relating to training, education, career pathways and development opportunities for Aboriginal peoples across the organisation	Dec-26	Chief People Officer
	AE.3 Develop a comprehensive implementation, communication and education plan to embed the Aboriginal Employment Framework across the organisation	Mar-27	Chief People Officer
	AE.4 Embed and monitor progress against the Aboriginal Employment Framework implementation plan	Jun-28	Chief People Officer

HAE Healthcare Access and Equity

At St John of God Health Care, contributing to greater healthcare access and equity for Aboriginal and Torres Strait Islander peoples is fundamental to our Mission, Values and commitment to social justice. Through our Innovate RAP, we are addressing barriers, challenging racism, and partnering with communities to deliver culturally safe care that contributes meaningfully to Closing the Gap.

Outcome Statement

St John of God Health Care will prioritise improved health outcomes for Aboriginal and Torres Strait Islander peoples aligning to Closing the Gap targets and National Safety and Quality Health Service (or equivalent) standards.

Desired Outcomes

- There is greater organisational clarity about the National Agreement on Closing the Gap, and how SJGHC can contribute to achieving the targets
- There will be improved outcomes for Aboriginal and Torres Strait Islander patients/clients
- St John of God Health Care will be recognised as a health care provider that excels at meeting NSQHS standards relating to the care of Aboriginal and Torres Strait Islander patients/clients
- Relevant caregivers will have the confidence to ask patients/clients if they identify as being Aboriginal and Torres Strait Islander people in a culturally safe and respectful way.

SJGHC Strategy Focus Area Alignment

Care Journey, Community Impact

Key Focus Area	Activity	Timing	Responsibility
Healthcare Access and Equity (HAE)	HAE.1 Conduct a Closing the Gap review that includes structured data collection and education to clarify SJGHC's understanding of the targets, our existing contributions, and potential opportunities that will inform possible future Closing the Gap initiatives.	Dec-27	Chief Mission Integration Officer
	HAE.2 Define healthcare principles relevant to Aboriginal and Torres Strait Islander care and identify pilot opportunities within suitably positioned hospitals/services	Dec-27	Chief Medical Officer & Chief Nursing Officer
	HAE.3 Conduct a desktop assessment of current practice to meeting NSQHS Aboriginal and Torres Strait Islander standards (or equivalent) and share best practice across the organisation	Mar-27	Chief Nursing Officer
	HAE.4 Embed the 'Asking the Question' initiative in admissions processes to accurately reflect Aboriginal and Torres Strait Islander patients/clients presentations and provide ongoing education to support caregivers to ask identity status questions	Jun-27	Chief Technology & Corporate Services Officer and Hospital/Service CEOs

Stories of Change

Creating Engagement through Cultural Artworks and Spaces

Reconciliation through respectful engagement in culture

St John of God Murdoch caregivers Jenni Ashton and Tasha Pratt modelling the polo shirts designed from the artwork from Auntie Neta (Janetia) Knapp named "Djilba: Colours of our land. Springtime"

During the 2024–2026 Reconciliation Action Plan period, St John of God Health Care has made a deliberate investment in First Nations artworks, artefacts and cultural spaces across its services.

These initiatives demonstrate reconciliation in action, embedding Aboriginal and Torres Strait Islander cultures, stories and ways of knowing into everyday environments where caregivers, patients/clients, families and communities connect.

Across metropolitan, regional and outreach settings, projects have included yarning circles, a possum skin cloak, textiles, First Nations book collections, art installations and collaborative art-making experiences. Collectively, these initiatives have increased cultural visibility, strengthened relationships and supported culturally safe and welcoming spaces. This work has been underpinned by organisational commitment – both financial and relational – ensuring fair engagement with artists and community members, appropriate resourcing, and protected time for caregiver participation.

At Midland, the annual purchase of NAIDOC shirts became an unexpected catalyst for change when surplus shirts were shared with cleaning services and patient care assistants. Caregivers reported that wearing the shirts sparked conversation, recognition and pride, with reflections such as "these shirts are magical", highlighting the power of visibility and shared cultural celebration.

At Ballarat, the creation of a possum skin cloak offered a deeply meaningful cultural experience. Guided by a Wadawurrung Elder and Aboriginal consultant, caregivers contributed symbols representing their work, learning through yarning, sewing and reflection. Displayed prominently, the cloak stands as a tangible expression of respect, allyship and culturally safe care.

At Bunbury, CareerTrackers intern Charlotte Walker, a Yamatji/Wongi woman studying Biomedical Science, led a collaborative artwork depicting the six Noongar seasons. Engaging more than 260 caregivers and volunteers, the project fostered widespread cultural learning while strengthening leadership capability and belonging. Unveiled in July 2025 as *Dandjoo Koorliny* (Together, working), the artworks continue to inspire storytelling and connection.

Together, these initiatives show how intentional investment in people, culture and place can deliver meaningful, visible and lasting reconciliation outcomes.



Below: St John of God Subiaco-Waalbiirny Healing Garden and mosaics. **Right, top to bottom:** Noongar Boodja collaborative art piece created by Djookanka Sisters and Group Services Perth caregivers during National Reconciliation Week 2025; caregivers modelling polo shirt, scarf and tie created from the artwork.





Left: St John of God caregivers attending the NRW Galup Walk for Reconciliation 2025. **Above:** "The River of Reconciliation" by Shirley Newell, St John of God Health Care's Reconciliation Program Manager. **Below:** Shirley Newell (third from left) with fellow caregivers at the 2026 National Reconciliation Week Breakfast.

Walking with Purpose

The impact of initiating the Reconciliation Program Manager role

At St John of God Health Care, the appointment of a dedicated Reconciliation Program Manager has been a defining step in moving reconciliation from intention to meaningful, authentic practice.

Positioned within the organisation's Mission function, the role has enabled a coordinated, culturally grounded and accountable approach to implementing the RAP across a complex, multi-site health system. Through strong leadership, cultural authority and relational practice, the role has helped position reconciliation as a shared organisational responsibility rather than a standalone initiative.

The need for a resourced reconciliation role was identified by the Executive during development of the organisation's previous RAP, and following St John of God Health Care's support of the Uluru Statement from the Heart.

This marked recognition that genuine commitment to reconciliation required more than symbolic endorsement – it demanded sustained investment, accountability and action.

A central strength of the role has been the ability to build and sustain authentic relationships internally and with Aboriginal and Torres Strait Islander communities. Working alongside Elders, community organisations, caregivers and leaders, the Reconciliation Program Manager has strengthened trust, ensured Aboriginal voices inform action, and grounded RAP initiatives in reciprocity and respect. This relational approach has supported a shift from transactional engagement to genuine partnership, reflected in the growing maturity of advisory structures, local relationships and community collaborations across the organisation.

The role has also reshaped how progress is understood and measured, moving beyond deliverables toward meaningful, locally grounded impact. Caregivers have been supported to prioritise relationship building, engagement with Aboriginal organisations and culturally appropriate governance. A key innovation has been the introduction of storytelling as a formal RAP reporting methodology, grounded in Aboriginal ways of knowing, being and doing. Supported by the Project Officer – Social Justice, the combined use of storytelling and quantitative data has strengthened accountability, evaluation and continuous learning.

As a trusted advisor and advocate, the Reconciliation Program Manager provides culturally informed guidance, mentors caregivers, supports RAP working groups and encourages deeper reflection, including holding space for truth-telling and addressing systemic barriers. The influence of the role has extended to Board and Executive formation, strengthening leadership capability and accountability for reconciliation. Over time, this has contributed to a visible shift from early uncertainty and event-based engagement to sustained leadership commitment and culturally informed, respectful care practices.

The picture above is a representation of the reconciliation journey at St John of God Health Care by Reconciliation Program Manager Shirley Newell.

The river represents reconciliation and the three coloured blocks represent the States where SJGHC is located (WA, Victoria, NSW). At the start the waters were murky and no one knew what to expect, what the process would

bring; it is the beginning of a journey. The next section (where we are now) is the Innovate RAP where the waters have become a little clearer, and the organisations and caregivers are engaged, aware and transformation is happening. The river is widening as knowledge of cultural safety and reconciliation are growing, and the organisation is embracing the influence of the reconciliation journey. The third phase of reconciliation (our aspirations for a Stretch RAP), the water is clearer, and reconciliation is surrounding and underpinning the organisation, but there is still further to expand. By the Elevate RAP (last section), the water and purpose is clear. Cultural safety, knowledge and reconciliation is embedded and running through the core fabric of the organisation.



Shared Foundations – Aligning with Reconciliation Australia RAP Pillars

Relationships

Action	Deliverable	Cross Reference	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to maintain relationships and identify opportunities for future engagement	REL.1 REL.4	Jun-27 Jun-28	Site Hospital/ Service CEOs and Chief Officers
	Update and promote the 'SJGHC Create a Culture of Respect – Cultural Engagement Guide', incorporating identified learnings to date, to enhance relationships with Aboriginal and Torres Strait Islander stakeholders.	REL.1 REL.4	Jan-27	Site Hospital/ Service CEOs and Chief Officers
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to caregivers.	CSR.3	May-27 May-28	Chief Mission Integration Officer
	RAP Working Group members to participate in an external NRW event	CSR.3	May-27 May-28	Local RAP Site Champion
	Encourage and support caregivers and senior leaders to participate in at least one external event to recognise and celebrate NRW	CSR.3	May-27 May-28	Site Hospital/ Service CEOs and Chief Officers
	Organise at least one NRW event each year	CSR.3	May-27 May-28	Local RAP Site Champion
	Register all our NRW events on Reconciliation Australia's NRW website	CSR.3	Jun-27 Jun-28	Local RAP Site Champion
3. Promote reconciliation through our sphere of influence	Continue the implementation of our caregiver communication and engagement strategy to raise awareness of reconciliation across our workforce	CSR.2	Jun-27 Jun-28	General Manager Communications, External Affairs & Marketing
	Communicate our commitment to reconciliation publicly	CSR.2	Dec-27 Dec-28	Group CEO
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	CSR.2	Dec-27 Dec-28	Chief Officers
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	CSR.2	Dec-27 Dec-28	Chief Mission Integration Officer
4. Promote positive race relations through anti-discrimination strategies	Promote existing anti-discrimination policies and education programs to all caregivers	CSR.2 AE.1	Dec-27	Chief People Officer
	Educate senior leaders on the effects of racism	CSR.1 & 2 REL.4	Jun-27 Jun-28	Chief People Officer

The following reconciliation actions are for delivery in conjunction with the SJGHC Reconciliation Focus Areas above and align with Reconciliation Australia’s Innovate RAP requirements.

Respect

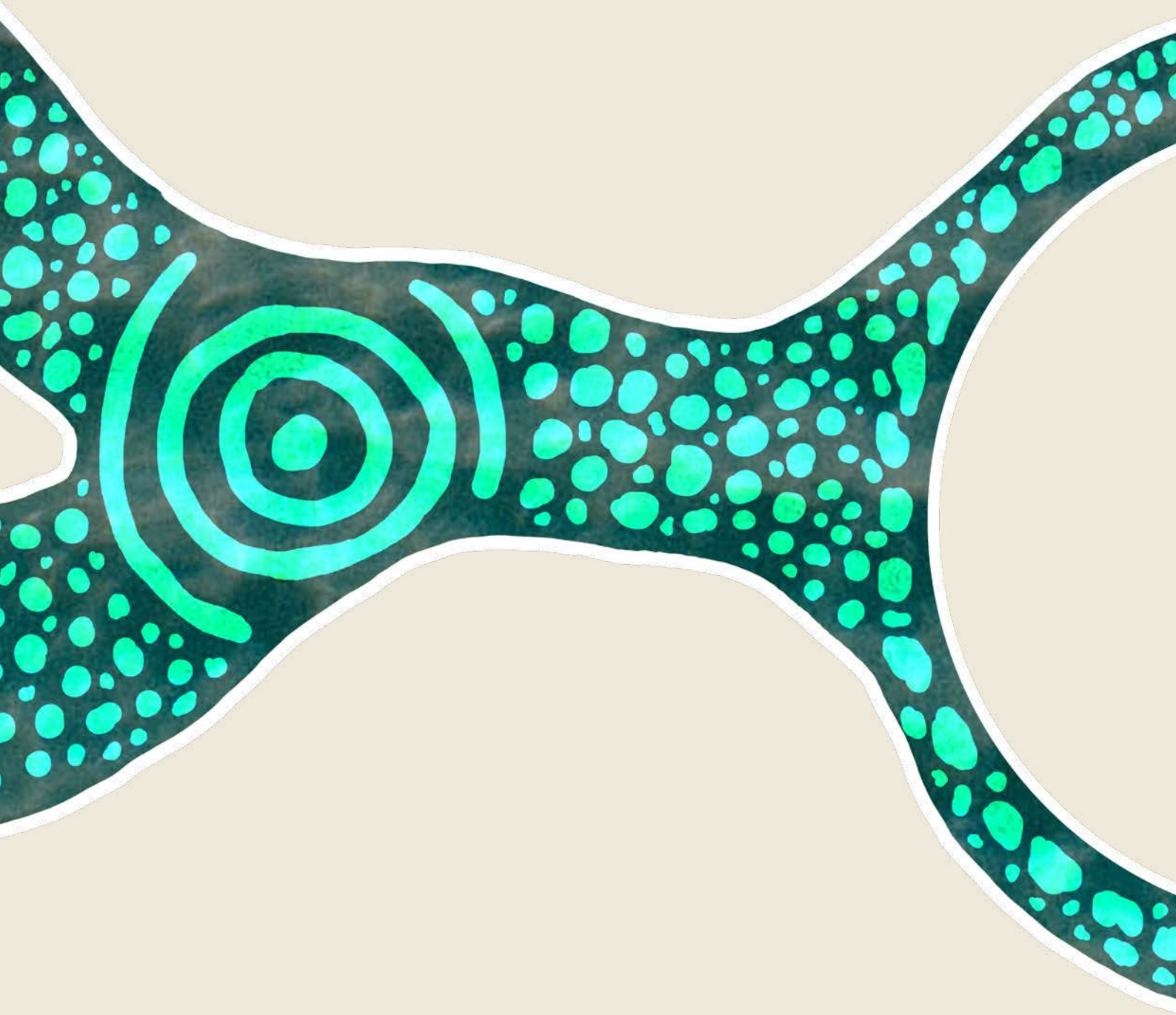
Action	Deliverable	Cross Reference	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Continue the development of the Cultural Safety Framework which incorporates the principles of cultural safety; behavioural expectations and essential learning programs to address the cultural learning needs in the organisation in consultation with Traditional Owners	CSR.1 HAE.4 REL.3	Jun-27	Chief Mission Integration Officer
	Incorporate cultural learning programs within SJGHC annual leadership formation schedule	CSR.3	Jun-27 Jun-28	Chief Mission Integration Officer
	Executive Leadership Team and RAP Working Group members participate in a cultural learning program annually	CSR.3	Jun-27 Jun-28	Chief Mission Integration Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase caregivers' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols utilising the 'SJGHC Create a Culture of Respect – Cultural Engagement Guide'	CSR.1 REL.4	Jun-27	Chief Mission Integration Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	CSR.1	Jun-27	Site Hospital/ Service CEOs and Chief Officers
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	CSR.1	Jun-27	Site Hospital/ Service CEOs and Chief Officers
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	National RAP Working Group members and Local Site RAP Champions to participate in an external NAIDOC Week event	CSR.3	Jul-27 Jul-28	National RAP Working Group and local RAP Site Champion
	Promote and encourage participation in external NAIDOC events to all caregivers	CSR.3	Jul-27 Jul-28	Site Hospital/ Service CEOs and Chief Officers

Opportunities

Action	Deliverable	Cross Reference	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	Continue to build an understanding of current Aboriginal and Torres Strait Islander caregiver roles to inform future employment and professional development opportunities, whilst also exploring potential areas where new roles could be established.	AE.1 AE.4	Mar-27	Chief People Officer
	Embed learnings from consultation with Aboriginal stakeholders in the Aboriginal Employment Framework implementation plan including recruitment, retention and professional development.	AE.1	Mar-27	Chief People Officer
	Embed the SJGHC Aboriginal Employment Framework including recruitment, retention and professional development strategy.	AE.1 AE.4	Mar-27	Chief People Officer
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review SJGHC Aboriginal and Torres Strait Islander procurement strategy.	REL.2	Mar-28	Chief Finance Officer
	Investigate new ways to support Aboriginal and Torres Strait Islander business owners.	REL.2	Mar-28	Chief Finance Officer
	Develop and communicate opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to caregivers	REL.2	Mar-28	Chief Finance Officer
	Review and update procurement practices to remove any barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	REL.2	Mar-28	Chief Finance Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	REL.2	Mar-28	Chief Finance Officer

Guidance

Action	Deliverable	Cross Reference	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the National RAP Working Group	CSR.2	Dec-27 Dec-28	Chief Mission Integration Officer
	Meet at least four times per year to drive and monitor RAP implementation.	CSR.2	Mar, Jun, Sep, Dec 2027 & 2028	Chief Mission Integration Officer
11. Provide appropriate support for effective implementation of RAP commitments	Maintain resource needs for RAP implementation.	CSR.2	Mar-27 Mar-28	Group CEO
	Engage our senior leaders and other caregivers in the delivery of RAP commitments.	CSR.2	Dec-27 Dec-27	Group CEO
	Develop and maintain appropriate systems to track, measure and report on RAP commitments.	CSR.2	Dec-27 Dec-28	Chief Mission Integration Officer
	Maintain effective executive sponsorship of SJGHC Innovate RAP.	CSR.2	Dec-27 Dec-28	Group CEO
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	CSR.2	Jun-27 Jun-28	Reconciliation Program Manager
	Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation	CSR.2	Dec-26 Jun-27 Dec-27 Jun-28	Reconciliation Program Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	CSR.2	Sep-27 Sep-28	Reconciliation Program Manager
	Regularly report our RAP progress to all SJGHC caregivers and senior leaders quarterly	CSR.2	Jun-27 Dec-27 Jun-28 Dec-28	Chief Mission Integration Officer
	Publicly report and promote our RAP achievements, challenges and learnings, annually.	CSR.2	Dec-27 Dec-27	Group CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	CSR.2	Apr-28	Chief Mission Integration Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	CSR.2	Dec-27 Dec-28	Reconciliation Program Manager
	Register via Reconciliation Australia's website to begin developing our next RAP.	CSR.2	Mar-28	Chief Mission Integration Officer



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