



RECONCILIATION  
ACTION PLAN

REFLECT



phn  
SOUTH EASTERN NSW  
An Australian Government Initiative

# Reflect Reconciliation Action Plan

June 2019 – June 2020

The cover artwork was painted by Walbunja woman Loretta Parsley. She is a Traditional Custodian of Yuin country and has a strong connection to the South East coast of NSW. Loretta paints under the name DAWN, which stands for Doing Art With Nature.

The painting is in the form of a cultural map and depicts the South Eastern NSW PHN region. It will be used by COORDINARE to reflect internal cultural protocols and management of cultural awareness for staff.

The areas in the painting are defined by local government territories and include 12 places of significance. They are: Wollongong, Shellharbour, Kiama, Shoalhaven, Jervis Bay, Eurobodalla, Bega Valley, Snowy/Monaro, Queanbeyan, Goulburn/Mulwaree, Yass Valley and Upper Lachlan Shire.

“The feet represent services walking to the epic centre of COORDINARE. I have used colours that are easily decoded to unlock the physical, emotional and spiritual mood for services in health.

“RED is the colour for self-love! ORANGE is for living in the present! YELLOW connects us to humanity! GREEN maintains a strong connection to Mother Earth! TURQUOISE is a gateway too spiritual belonging! BLUE is the expression of freedom and self-worth! INDIGO is a model for openness and knowledge! MAGENTA influences one’s personal development and spiritual awareness!

“The main circle in the centre is the beginning of a journey to provide good health for all the community. The single free spirit is a journey that takes us through life! The hands are always helping and healing.”

– *Loretta Parsley*

# Message from our Chief Executive Officer

The South Eastern NSW region is place of many diverse Aboriginal and Torres Strait Islander communities. Given our significant cultural footprint, it is very important that COORDINARE works closely with Aboriginal and Torres Strait Islander communities to ensure we are culturally sensitive, respectful and meaningful in all that we do.

Our 'Reflect' Reconciliation Action Plan (RAP) has been developed with the aim of developing tangible goals that COORDINARE can implement over time to foster healing and recognition for Aboriginal and Torres Strait Islander peoples in our region. Our internal RAP Working Group has proudly led this work in consultation with the Board, COORDINARE's Cultural Advisor and key stakeholders.

Moving forward, the RAP will provide COORDINARE staff with a set of priorities and guidelines to help us engage more meaningfully with Aboriginal and Torres Strait Islander communities, histories and cultures. I am delighted to present you with COORDINARE's 'Reflect' RAP which respects and honours the cultural diversity of our region.

For further information, please contact Linda Livingstone at [llivingstone@coordinare.org.au](mailto:llivingstone@coordinare.org.au).

**Diane Kitcher**  
CEO



# Our business

COORDINARE has been established to take up the challenge of delivering the Primary Health Network for South Eastern NSW. COORDINARE provides a unique blend of private and public perspectives and innovative thinking which aims to transform the health of people in the region. Our organisation's purpose is to support primary care in our region to be person centred; accessible; safe and high quality; comprehensive; population oriented; coordinated across the health system. We are funded by the Commonwealth Department of Health as the Primary Health Network for South Eastern New South Wales. The organisation does not provide any direct service delivery to members of the public.



COORDINARE has adopted a business model that is data-driven, using clinical expertise, consumer feedback, to determine locally needs and designing initiatives that improve health outcomes, achieve better patient experiences, enhance provider satisfaction and deliver value for money. Working closely with our GP-led Clinical Councils, our Community Advisory Committee and through our strategic alliances with the Local Health Districts, we will set clear local priorities as well as identify strategies to implement the national priorities locally.

COORDINARE work at four levels within the health system to achieve person centred care:

1. Involving consumers in decision-making both at an individual level – around people's own health, treatments and illness-management and at an organisational level – around policy development, service design, delivery and evaluation.
2. Supporting general practice as the cornerstone of primary care
3. Working within local communities to ensure services improve outcomes for at-risk, high needs groups
4. Building system enablers and designing service improvements to optimise pathways for patients and coordinate their care.

COORDINARE commissions services, focusing on those most at risk of poor outcomes, rather than providing services directly. Commissioning involves a strategic approach to purchasing services from providers, using information gathered from our needs assessments and analysis of local provider markets. Our approach to commissioning also involves ongoing and collaborative relationships with service providers, working together to design initiatives and ensure that contracted deliverables and quality outcomes are met.

The organisation currently employs 52 staff, (32 are full time and 20 are part time) in a variety of roles related to practice support, commissioning, coordination of community collaboration regarding suicide prevention, administration and finance. There are currently two staff employed who identify as Aboriginal, they are in positions where they oversee contracts for service delivery to Aboriginal and Torres Strait Islander communities within our region and provide cultural advice to the organisation.

The organisation's geographic reach is South Eastern NSW which includes communities along the south coast from Helensburgh down past Eden to the Victorian border and then across to Queanbeyan, Yass and Goulburn. The organisation has four offices which are located in Wollongong, Nowra, Queanbeyan and Moruya.

More information can be found on our website [www.coordinare.org.au](http://www.coordinare.org.au).

## Our RAP

It is well documented that the health status of Aboriginal and Torres Strait Islander people in Australia is much poorer than the health status of other Australians. As COORDINARE seeks to increase the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes, it is focusing on how it plans to contribute towards 'Closing the Gap' for members of Aboriginal and Torres Strait Islander communities across the South Eastern NSW region, a significant group who are at risk of poor health outcomes. The organisation is committed to developing and implementing a process that it can adopt that will enable it to demonstrate its commitment to reconciliation and 'Closing the Gap' on Aboriginal and Torres Strait Islander health issues.



The Board of COORDINARE made a commitment to develop a RAP in January 2016, as it is considered a high priority for the organisation. Initially it was thought that it would be appropriate to engage an Aboriginal consultant to facilitate the process. Unfortunately despite several attempts, it was not possible to find someone appropriate and available and so a small internal working group has been formed to progress. In the interim work in relation to developing a greater understanding of Aboriginal and Torres Strait Islander health needs, commissioning Aboriginal and Torres Strait Islander health services, the formation of a CEOs forum for the four Aboriginal Community Controlled Health Organisations and some initial cultural awareness training for staff has been undertaken.

A workshop has also been held with local Aboriginal Community Controlled Health Organisations in September 2017 regarding the organisation's intention to develop a RAP. At that time those present advised that they were not in support of the development of a RAP but were more interested in negotiating a partnership in relation to ongoing funding of Aboriginal health services. They explained that their interest is in healing and recognition, more than reconciliation. This feedback was considered by both the Board and the Executive of COORDINARE in October 2017, and it was decided to continue with the development of a reflect RAP, and to consider as part of the RAP the development of a formal partnership agreement with local Aboriginal Community Controlled Health Organisations.

Champions for the RAP internally include Board members and staff who have expressed interest in leading this work with their colleagues. An internal working group of eight staff has been involved in the development of the RAP in consultation with all staff across the organisation.

These include the following staff:

- Mental Health Project Coordinator
- Manager, Primary Care Development
- Health Coordination Consultant
- Suicide Prevention Coordinator for Southern NSW
- Integrated Team Care Coordinator (identified position)
- Communications Assistant
- Chronic Pain Coordinator
- Director, Engagement and Coordination (lead)

# Our partnerships/current activities

## Community partnerships

- COORDINARE is a signatory to Aboriginal Health Partnership Agreement between ISLHD and local Aboriginal community controlled health organisations (ACCHOs).
- Illawarra AMS, South Coast AMS and Waminda are members of Illawarra Shoalhaven Suicide Prevention Collaborative, COORDINARE is also a member of the Collaborative. COORDINARE staff support the work of the Aboriginal Suicide Prevention Working Party for the Illawarra Shoalhaven.
- COORDINARE is funding an Aboriginal research officer to work with local ACCHOs to develop evaluation frameworks for local health related service delivery.
- COORDINARE funds an Integrated Team Care (ITC) program which is a partnership with 5 other agencies to deliver Aboriginal Care Coordination Services.

## Internal activities/initiatives

- Our epidemiologist has processed Population Information Requests on behalf of Katungul and Connelly Irwin C&CS Inc. in order to support their own local initiatives. There is no formal partnership agreement in place to do this and every application is considered on its own merit.
- Health Coordination Consultants participate in the Aboriginal Immunisation Working Groups for the South Coast and Tablelands and the Illawarra Shoalhaven. These working groups are facilitated by the Public Health Units of the Local Health Districts (LHDs) operating across SE NSW and include Aboriginal Health Workers, LHD and Aboriginal Medical Service (AMS) staff.
- Digital Health Team currently supporting AMSs with My Health Record opt out.
- Our Cultural Advisor has been working closely with local Land Councils seeking input into the development of a Cultural Protocols resource for internal staff use, to ensure COORDINARE's activities are culturally welcoming and respectful.
- A map of Aboriginal and Torres Strait Islander countries is currently displayed in each of our four offices.



# Relationships

Action	Deliverable	Timeline	Responsibility
<b>1. Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting</b>	<ul style="list-style-type: none"> <li>Maintain a RAP Working Group to support the implementation of our RAP, comprising of Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation.</li> </ul>	June 2019	Director, Engagement and Coordination
	<ul style="list-style-type: none"> <li>Ensure that there is always at least one Aboriginal or Torres Strait Islander person on the RAP Working Group.</li> </ul>	June 2019	
	<ul style="list-style-type: none"> <li>Establish Terms of Reference for the RAP Working Group.</li> </ul>	September 2019	
	<ul style="list-style-type: none"> <li>Meet at least twice per year to monitor and report on RAP Implementation</li> </ul>	August, 2019 and February 2020	
	<ul style="list-style-type: none"> <li>Working group oversees the development, endorsement and launch of the RAP.</li> </ul>	July 2019	
<b>2. Build internal and external relationships</b>	<ul style="list-style-type: none"> <li>Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.</li> </ul>	June 2019	Cultural Advisor
	<ul style="list-style-type: none"> <li>Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.</li> </ul>	Dec 2019	
	<ul style="list-style-type: none"> <li>Support NSW Reconciliation Council.</li> </ul>	May 2020	
<b>3. Participate in and celebrate National Reconciliation Week (NRW)</b>	<ul style="list-style-type: none"> <li>Encourage our staff to attend a NRW event.</li> </ul>	27 May - 3 June 2020	Director, Engagement and Coordination
	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	April 2020	
	<ul style="list-style-type: none"> <li>Ensure all staff participate in an external event to recognise and celebrate NRW.</li> </ul>	May 2020	
	<ul style="list-style-type: none"> <li>Commemorate National Reconciliation Week by hosting an internal event for all staff.</li> </ul>	May 2020	

## Relationships continued

Action	Deliverable	Timeline	Responsibility
<b>4. Raise internal awareness of our RAP</b>	<ul style="list-style-type: none"> <li>Provide regular updates and discussion papers to the Board to raise awareness about our commitment.</li> </ul>	June 2019	Director, Engagement and Coordination, Cultural Advisor
	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments.</li> </ul>	July 2019	
	<ul style="list-style-type: none"> <li>Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.</li> </ul>	July 2019	
	<ul style="list-style-type: none"> <li>Explore 'Reconciliation' as a Standing Agenda item on All Staff meetings, with focus on patient stories, relevant statistics, RAP updates etc.</li> </ul>	September 2019	
	<ul style="list-style-type: none"> <li>Disseminate RAP to all new staff at commencement as part of induction process.</li> </ul>	August 2019	
<b>5. Build partnerships with Aboriginal and Torres Strait Islander peoples and organisations</b>	<ul style="list-style-type: none"> <li>Further develop current work with Aboriginal Community Controlled Health Organisations (ACCHOs) in relation to their request for a partnership, and identify other Aboriginal organisations that also need to be part of this partnership such as Land Councils, and other service providers.</li> </ul>	December 2019	CEO/Director, Commissioning
	<ul style="list-style-type: none"> <li>Continue to support and resource Aboriginal Suicide Prevention Working Group, which is progressing LifeSpan work in the Illawarra Shoalhaven, includes community members and staff from Waminda, South Coast AMS and Illawarra AMS.</li> </ul>	Ongoing with regular reports on progress every 6 months in July 2019 and January 2020	Regional Managers, Suicide Prevention, Southern NSW and Illawarra Shoalhaven
	<ul style="list-style-type: none"> <li>Work closely with Aboriginal leaders in Southern NSW as part of LifeSpan approach to suicide prevention.</li> </ul>		
<b>6. Engage our senior leaders in the delivery of RAP outcomes</b>	<ul style="list-style-type: none"> <li>Regular reporting and monitoring of progress will be provided and discussed at Executive meetings.</li> </ul>	July 2019 and January 2020	Director Engagement and Coordination
	<ul style="list-style-type: none"> <li>Each Executive will have actions related to the implementation of the plan in their Annual Performance Plans.</li> </ul>	July 2019	

## Relationships continued

Action	Deliverable	Timeline	Responsibility
<b>7. Raise external awareness of our RAP</b>	<ul style="list-style-type: none"> <li>Distribute Cultural Protocol Resources relevant to our region regarding Welcome to Country and Acknowledgement to Country for example, and provide appropriate training re use of the same.</li> </ul>	June 2019	Cultural Advisor
	<ul style="list-style-type: none"> <li>Commission art work from local Aboriginal and/or Torres Strait Islander artist for inclusion in final version of RAP.</li> </ul>	June 2019	
<b>8. Organise a public launch of the RAP</b>	<ul style="list-style-type: none"> <li>Finalise RAP document incorporating artwork.</li> </ul>	June 2019	Director, Engagement and Coordination
	<ul style="list-style-type: none"> <li>Invite local community groups and key partners to launch event.</li> </ul>	July 2019	
<b>9. Raise awareness of / explore opportunities to support the Referendum Council's recommendations for a voice in parliament</b>	<ul style="list-style-type: none"> <li>Explore opportunities to support the recommendations outlined in the Referendum Council's Report in June 2017 and the Final Report of the Joint Select Committee on Constitutional Recognition relating to Aboriginal and Torres Strait Islander people November 2018 regarding the need for an Aboriginal and Torres Strait Islander voice in parliament.</li> </ul>	December 2019	Chair
	<p><i>Referendum Council's Report, June 2017</i>  <a href="https://www.referendumcouncil.org.au/final-report.html">https://www.referendumcouncil.org.au/final-report.html</a></p> <p><i>Final Report of the Joint Select Committee on Constitutional Recognition relating to Aboriginal and Torres Strait Islander people November 2018</i>  <a href="https://www.aph.gov.au/Parliamentary_Business/Committees/Joint/Constitutional_Recognition_2018/ConstRecognition/Final_Report">https://www.aph.gov.au/Parliamentary_Business/Committees/Joint/Constitutional_Recognition_2018/ConstRecognition/Final_Report</a></p>		
<b>10. Promote positive race relations through anti-discrimination strategies</b>	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	November 2019	Director Corporate Services
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti discrimination provisions, and future needs</li> </ul>	November 2019	

# Respect

Action	Deliverable	Timeline	Responsibility
<b>11. Investigate Aboriginal and Torres Strait Islander cultural learning and development</b>	<ul style="list-style-type: none"> <li>Develop a project plan for increasing awareness within our organisation of Aboriginal and Torres Strait Islander cultures, histories and achievements.</li> </ul>	June 2019	Cultural Advisor
	<ul style="list-style-type: none"> <li>Schedule cultural awareness training annually and incorporate into orientation program for new staff.</li> </ul>	June 2019	
	<ul style="list-style-type: none"> <li>Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements, through feedback from cultural awareness sessions and annual staff survey.</li> </ul>	June 2019	
	<ul style="list-style-type: none"> <li>Conduct a review of cultural awareness training needs within our organisation relevant to local lands and countries.</li> </ul>	June 2019	
	<ul style="list-style-type: none"> <li>Communicate and encourage all staff to use Reconciliation Australia's <i>Share Our Pride</i> online tool.</li> </ul>	February 2020	
	<ul style="list-style-type: none"> <li>Investigate cultural immersion programs.</li> </ul>	August 2019	
	<ul style="list-style-type: none"> <li>Facilitate delivery of cultural awareness training for primary care providers across the region.</li> </ul>	March 2020	
<b>12. Participate in and celebrate NAIDOC Week</b>	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.</li> </ul>	First week in July 2019	Communications Manager and Cultural Advisor
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting community events in our local area.</li> </ul>		
	<ul style="list-style-type: none"> <li>Ensure all staff participate in an external NAIDOC Week event.</li> </ul>	July 2019	
	<ul style="list-style-type: none"> <li>RAP Working Group members to hold an internal event.</li> </ul>		

## Respect continued

Action	Deliverable	Timeline	Responsibility
<b>13. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols</b>	<ul style="list-style-type: none"> <li>Explore who the Traditional Owners are of the lands and waters in our local area.</li> </ul>	June 2019	Cultural Advisor
	<ul style="list-style-type: none"> <li>Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence.</li> </ul>	June 2019	
	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).</li> </ul>	June 2019	
	<ul style="list-style-type: none"> <li>Develop cultural protocol guide for staff to utilise when acknowledging Country.</li> </ul>	June 2019	
	<ul style="list-style-type: none"> <li>Display in each office Aboriginal nation maps in offices, information about language groups, and important landmarks / sites, ensuring content is localised</li> </ul>	June 2019	
<b>14. Acknowledge and celebrate Aboriginal and Torres Strait Islander dates of significance</b>	<ul style="list-style-type: none"> <li>Identify and create a calendar for dates of significance.</li> </ul>	June 2019	Cultural Advisor
	<ul style="list-style-type: none"> <li>Promote dates of significance to staff.</li> </ul>	June 2019	
	<ul style="list-style-type: none"> <li>Encourage staff to attend events commemorating significant dates.</li> </ul>	June 2019	



# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>15. Investigate Aboriginal and Torres Strait Islander employment</b>	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	December 2019	Director Corporate Services
	<ul style="list-style-type: none"> <li>Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development.</li> </ul>	December 2019	
	<ul style="list-style-type: none"> <li>Explore opportunities for staff development in health services planning and management.</li> </ul>	November 2019	Director, Commissioning
	<ul style="list-style-type: none"> <li>Develop a project plan for promoting Aboriginal and Torres Strait Islander employment through our commissioning work with external providers.</li> </ul>	December 2019	
	<ul style="list-style-type: none"> <li>Explore internship opportunities with the University of Wollongong Woolyungah Indigenous Centre.</li> </ul>	June 2019	
<ul style="list-style-type: none"> <li>Identify opportunities within COORDINARE for Aboriginal and Torres Strait Islander peoples to participate in student placements or volunteer where appropriate.</li> </ul>	November 2019	Director Strategy and Performance	
<b>16. Investigate Aboriginal and Torres Strait Islander supplier diversity</b>	<ul style="list-style-type: none"> <li>Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	June 2019	Director Corporate Services
	<ul style="list-style-type: none"> <li>Develop and circulate a list that identifies local Aboriginal and Torres Strait Islander businesses that COORDINARE can use to purchase goods and services from.</li> </ul>	August 2019	
	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander specific provider to provide services for pain program.</li> </ul>	December 2019	
	<ul style="list-style-type: none"> <li>Investigate opportunities to become a corporate member of <a href="#">Supply Nation</a>.</li> </ul>	December 2019	
<b>17. Investigate opportunities for improving Aboriginal and Torres Strait Islander health with local general practices</b>	<ul style="list-style-type: none"> <li>Develop specific Quality Improvement activities relating to improving Aboriginal and Torres Strait Islander Health with local general practices.</li> </ul>	June 2019	Manager, Primary Care

## Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
<b>18. Build support for the RAP</b>	<ul style="list-style-type: none"> <li>Define resource needs for RAP development and implementation.</li> </ul>	June 2019	Director Strategy and Performance
	<ul style="list-style-type: none"> <li>Define systems and capability needs to track, measure and report on RAP activities.</li> </ul>	September 2019	
	<ul style="list-style-type: none"> <li>Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.</li> </ul>	30 September 2020	
	<ul style="list-style-type: none"> <li>Add RAP Impact Measurement data to COORDINARE's results framework.</li> </ul>	February 2019	
<b>19. Review and refresh RAP</b>	<ul style="list-style-type: none"> <li>Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</li> </ul>	September 2019	CEO
	<ul style="list-style-type: none"> <li>Submit draft RAP to Reconciliation Australia for review.</li> </ul>	November 2019	
	<ul style="list-style-type: none"> <li>Submit draft RAP to Reconciliation Australia for formal endorsement.</li> </ul>	January 2020	

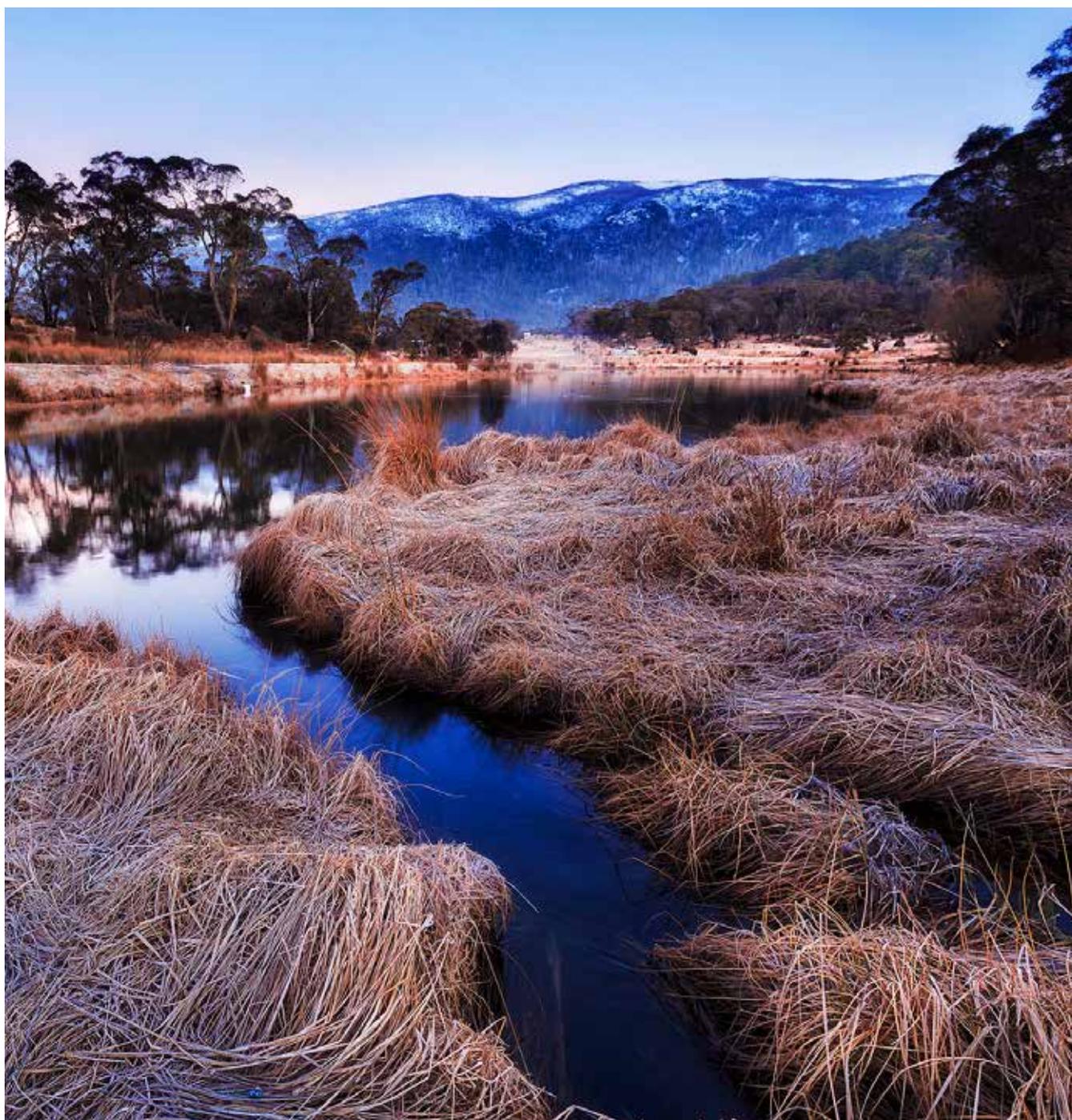
## Contact details

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