



RAP Reflect Progress Report

RAP REFLECT PROGRESS REPORT

ACKNOWLEDGMENT TO COUNTRY

QuiHN acknowledges the Traditional Owners of the land on which we work and pays respect to Elders, past and present. QuiHN also acknowledges and respects the continuation of Cultural, Spiritual, Educational and Health practices of Aboriginal and Torres Strait Islander peoples.

We acknowledge Aboriginal and Torres Strait Islander peoples' strength, resilience, and capacity in response to the impacts of colonisation. QuiHN is committed to contributing to a reconciled Australia.

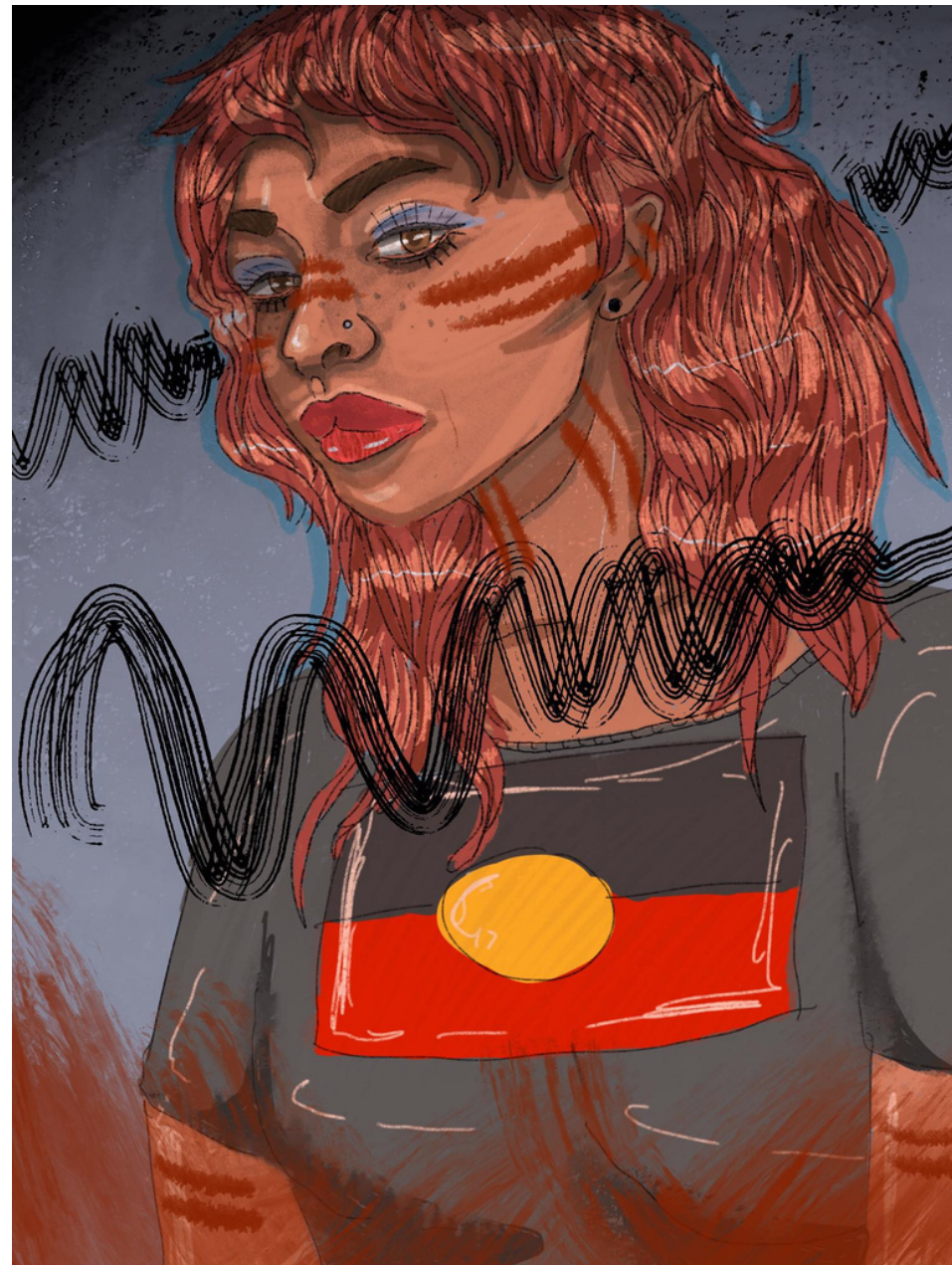
Traditional Owners of the land on which QuiHN offices and staff are located:

- Turrbal and Jagera/Yuggera (Brisbane)
- Quandamooka (Redlands)
- Kombumerri and Bundjalung (Gold Coast)
- Yuibera (Mackay)
- Bindal and Wulgurukaba (Townsville)
- Yirrganydji, Djabugay, Gunggandji and Yidinji (Cairns region)
- Kalkadoon (Mount Isa)
- Gubbi Gubbi / Kabi Kabi and Jinibara (Sunshine Coast)

STATEMENT OF INCLUSION

QuiHN recognises the strength, resilience, survival, and solidarity of people who use drugs and remembers those of the drug-using community who are no longer with us.

QuiHN values are underpinned by a social justice framework that respects diversity and difference and we are committed to providing fully inclusive, professional, and non-judgmental services to people of all cultures, languages, capacities, sexual orientations, gender identities, and/or expressions.



Art work submitted by member of our community for Tracks Issue V24



PAULA JARDINE
RAP Chair

RELATIONSHIPS

Our local regions have been engaged with various Aboriginal and Torres Strait Islander stakeholders and organisations, we have developed a stakeholder register that now consists of over 30 key organisations and individuals with which we work.

We have been working hard to embed best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and services, from building our

supplier partnerships to local service relationships and the sharing of information and resources.

Over the year we introduced new ways of doing to our supervision processes and we are seeking to develop through reflective practice learning on the important work we undertake with Aboriginal and Torres Strait Islander clients and communities.

We have taken stock of our recruitment processes and are seeking to ensure we consider relevant channels and that our approaches value and seek the knowledge of Aboriginal and Torres Strait Islander peoples, and people with a lived/living experience of substance use. Our processes include focusing on how candidates can demonstrate empathy, sensitivity, cultural awareness, and knowledge of diverse cultures, including those of Aboriginal and/or Torres Strait Islander peoples. We developed our business case for increasing opportunities for Aboriginal and Torres Strait Islander peoples employment and we are now developing our wider People Plan and Workforce Diversity Strategy.

Over the year we have been exploring opportunities to help facilitate and better support service linkages and culturally safe and appropriate harm reduction education and practice. A key project in this respect has been the 'Enhancing harm reduction services (BBV and STI) for Aboriginal and Torres Strait Islander people who inject drugs through improved engagement'. This project was

in collaboration with our partners at the University of Queensland, School of Public Health, the Queensland Aboriginal and Islander Health Council (QAIHC), and YouthLink based in Cairns and was funded through the Australian Society in HIV Medicine (ASHM) through the Queensland Health Research Fund (QSHRF).

The project final report has now been delivered and provides important findings that can be translated into culturally appropriate guidelines for the delivery of harm reductions services such as Needle and Syringe Program and Point-of-Care-Testing (PoCT) service delivery.

During National Reconciliation Week (NRW) we undertook a number of activities, including:

- Themed therapeutic group programs to discuss the importance of the week with our clients.
- Support for other local NRW events through donations, attendance, and local participation.
- Holding movie screenings of the 'Powerful and Free – an honest conversation about Hepatitis B', a short film following the story of a first nations woman living with chronic hepatitis B.

This year we were also nominated for the National Reconciliation Plan Awards during NRW. We supported other events through the circulation of information materials about the significance of reconciliation to our staff and via social media and other channels, such as: National Sorry Day, National Apology to the Stolen Generations, and Share Our Pride. QuIHN also supported the Yes campaign, as we strongly believed it would lead to better health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples.

We will continue to promote reconciliation through our sphere of influence. We have begun to share our internal communication newsletter, Whichway, with our external partners. During the year QuIHN also joined as a member of Reconciliation Queensland Incorporated (RQI). Our social media channels have taken a strong focus on the promotion of appropriate Aboriginal and Torres Strait Islander content over the year, and we will continue to share important messages in our communication. We supported other events through the circulation of information materials about the significance of reconciliation to our staff and via social media and other channels, such as: National Sorry Day, National Apology to the Stolen Generations, and Share Our Pride.

RESPECT

We have incorporated into the organisations quality audit schedule and program audits to assist in ensuring our service settings are more culturally appropriate. Results from audits have also fed into the review and updating of various internal resources. QuiHN has also been engaged in the process of developing its practice frameworks to be more culturally responsive when working with Aboriginal and Torres Strait Islander peoples, particularly in our custodial setting programs. During the year we also undertook two surveys to establish better understanding of our workforces cultural learning needs and identify appropriate requirements and opportunities for workforce training.

QuiHN has undertaken to develop, increase, and promote understanding of the local Traditional Owners of the lands and waters within our operational areas. Several activities have supported this work, including; visible display of acknowledgements on all of our physical buildings, on our website, on our service brochures and stationery, through acknowledgments in our external and internal meetings, welcome to country in our major events (such as QuiHN Days), engagement with Local Council Aboriginal and Torres Strait Islander Liaisons, and through standing agenda on our internal meetings to encourage reflection and report back on our work and engagement at the local regional levels.

OPPORTUNITIES

The Business Case for Aboriginal and Torres Strait Islander employment within our organisation has provided us with the aims of our strategy, guiding principles to underpin our strategy, actions for consideration and key performance indicators that should be adopted, and a framework for strategy governance and reporting. During our RAP Staff Survey (Reflect) the organisation sought to understand the number of Aboriginal and Torres Strait Islander staff employed. This sets a baseline to inform our future efforts to increase the employment participation of Aboriginal and Torres Strait Islander staff in our organisation.

QuiHN also developed a business case and standard operating process to assist in ensuring the growth in procurement of goods and services from Aboriginal and Torres Strait Islander-owned businesses. This process has been implemented and since implementation during the year has resulted in a 4% increase in the sourcing of goods and services from Aboriginal and Torres Strait Islander-owned businesses.

GOVERNANCE

We thank the commitment of our RAP Working Group (WG) members throughout the year, who has been consistently meeting to monitor the progress of our efforts against the Reflect RAP and to assist the organisation develop new ways to innovate in our reconciliation journey. RAP WG members have also been instrumental in the engagement of the whole organisation and its workforce and creating a culture of meaningful commitment. We acknowledge and thank our Aboriginal and Torres Strait Islander RAP WG and our client representatives who bring their extensive connections, expertise, and guidance. We also thank our President and Board members for their ongoing commitments to the progress of our RAP journey.

Throughout the year we have established a system to track, monitor, and evaluate our deliverables and activities conducted as part of our Reflect RAP and we have engaged with Reconciliation Australia through the Impact Survey to report back on our progress.

To learn more about our Reflect RAP Progress by visiting our website here.
Yours Sincerely,

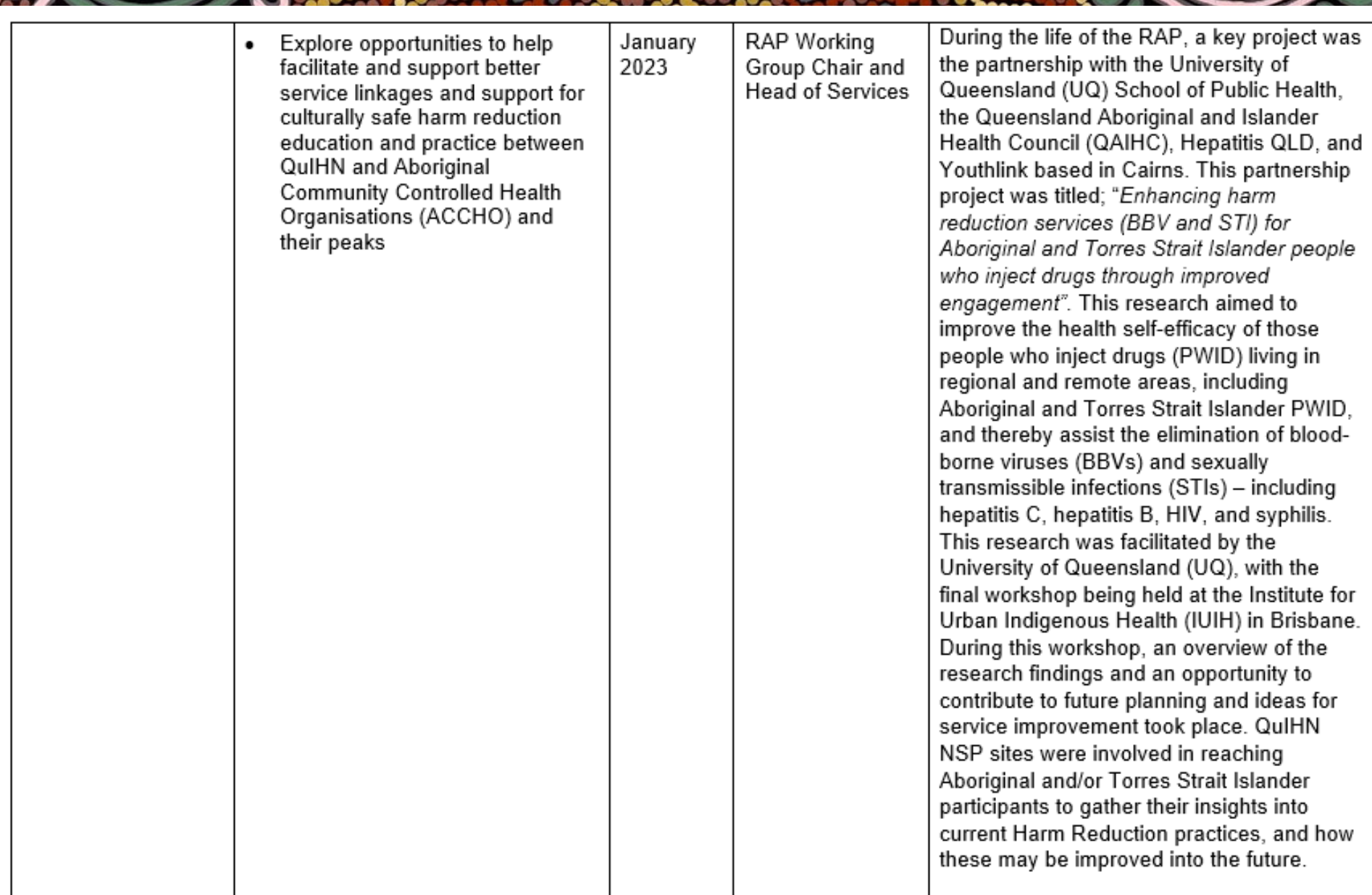


Paula Jardine
RAP Chair

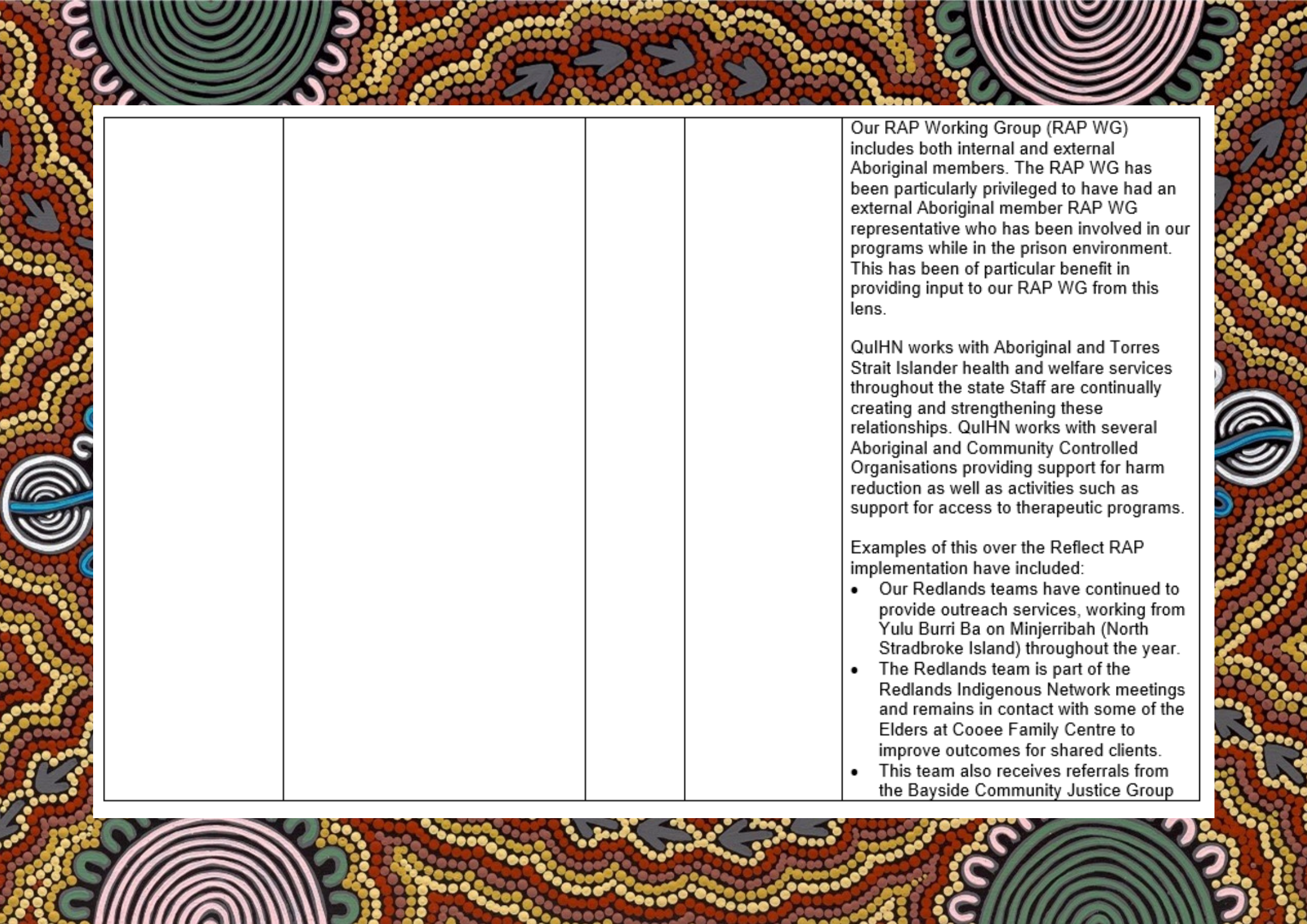
RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility	Reporting
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local regions that we can engage with on our reconciliation journey. 	January 2023	RAP Working Group Chair	As part of the RAP WG work we have created a stakeholder and organisation register. This is an ongoing body of work but to date, we have identified 33 organisations that QulHN is regularly engaging and working with across our regions as we embark on our reconciliation journey.
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and services. 	June 2023	RAP Working Group Chair	This has been embedded across everything we are doing with the RAP, from supplier partnerships to building local service relationships and sharing of information and resources. This has also been included as an ongoing routine agenda item for RAP WG discussion.
	<ul style="list-style-type: none"> Support and facilitate opportunities for our staff to engage and learn more about Aboriginal and Torres Strait Islander health services and organisations across our regions. 	May 2023	Head of Services	This is an ongoing body of work, and we believe we can achieve this deliverable by embedding this process into our staff's monthly supervision cycles. This has been incorporated through a requirement in the organisations supervision process for reflective practice on work undertaken with Aboriginal and Torres Strait Islander clients and communities. In addition, the educative component of the supervision model now includes consideration of practice learning needs as they relate to working with Aboriginal and Torres Strait Islander clients and communities.

				<p>By including this in the supervision frameworks it is expected to be clear to both staff and the supervisors the expectation of support for involvement and to allow staff opportunity to participate in both practice improvement and learning.</p> <p>QulHN's recruitment processes now includes targeted advertising. All recruitment advertising express the following as a standard inclusion:</p> <p><i>We value and seek the knowledge of</i></p> <ul style="list-style-type: none">• <i>Aboriginal and Torres Strait Islander peoples</i> <p><i>and</i></p> <ul style="list-style-type: none">• <i>People with a lived/living experience of substance use.</i> <p>Our interview guides have been updated to ask specific questions, such as:</p> <p><i>How do you show empathy, <u>sensitivity</u> and cultural awareness in different situations, please use an example from your professional experience?</i></p> <p>By asking such questions, QulHN is looking for a response that demonstrates knowledge of diverse cultures including Aboriginal and/or Torres Strait Islander, Culturally and Linguistically Diverse, and LGBTIQ+ communities.</p>
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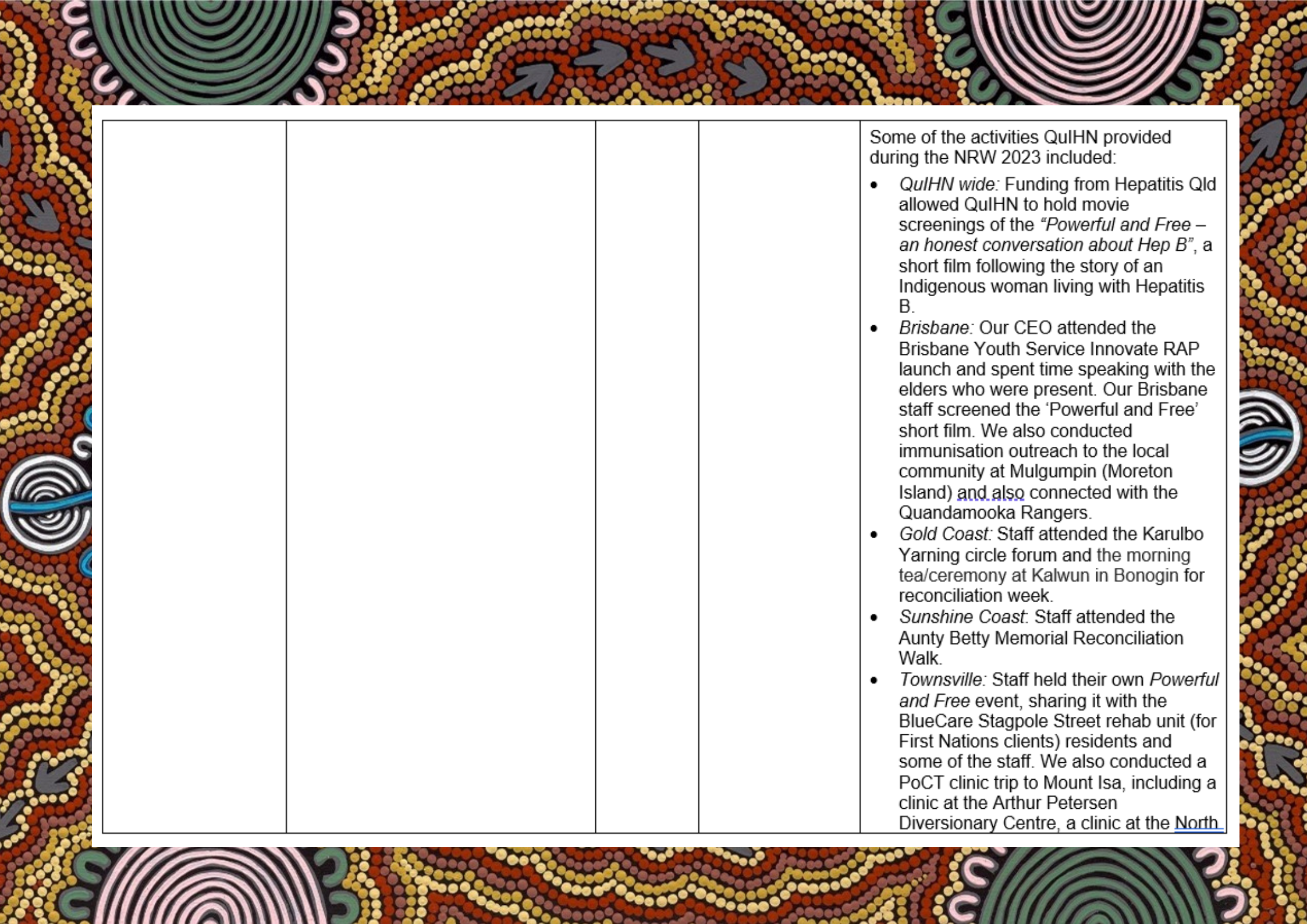


	<ul style="list-style-type: none">• Explore opportunities to help facilitate and support better service linkages and support for culturally safe harm reduction education and practice between QulHN and Aboriginal Community Controlled Health Organisations (ACCHO) and their peaks	January 2023	RAP Working Group Chair and Head of Services	<p>During the life of the RAP, a key project was the partnership with the University of Queensland (UQ) School of Public Health, the Queensland Aboriginal and Islander Health Council (QAIHC), Hepatitis QLD, and Youthlink based in Cairns. This partnership project was titled; <i>“Enhancing harm reduction services (BBV and STI) for Aboriginal and Torres Strait Islander people who inject drugs through improved engagement”</i>. This research aimed to improve the health self-efficacy of those people who inject drugs (PWID) living in regional and remote areas, including Aboriginal and Torres Strait Islander PWID, and thereby assist the elimination of blood-borne viruses (BBVs) and sexually transmissible infections (STIs) – including hepatitis C, hepatitis B, HIV, and syphilis. This research was facilitated by the University of Queensland (UQ), with the final workshop being held at the Institute for Urban Indigenous Health (IUIH) in Brisbane. During this workshop, an overview of the research findings and an opportunity to contribute to future planning and ideas for service improvement took place. QulHN NSP sites were involved in reaching Aboriginal and/or Torres Strait Islander participants to gather their insights into current Harm Reduction practices, and how these may be improved into the future.</p>
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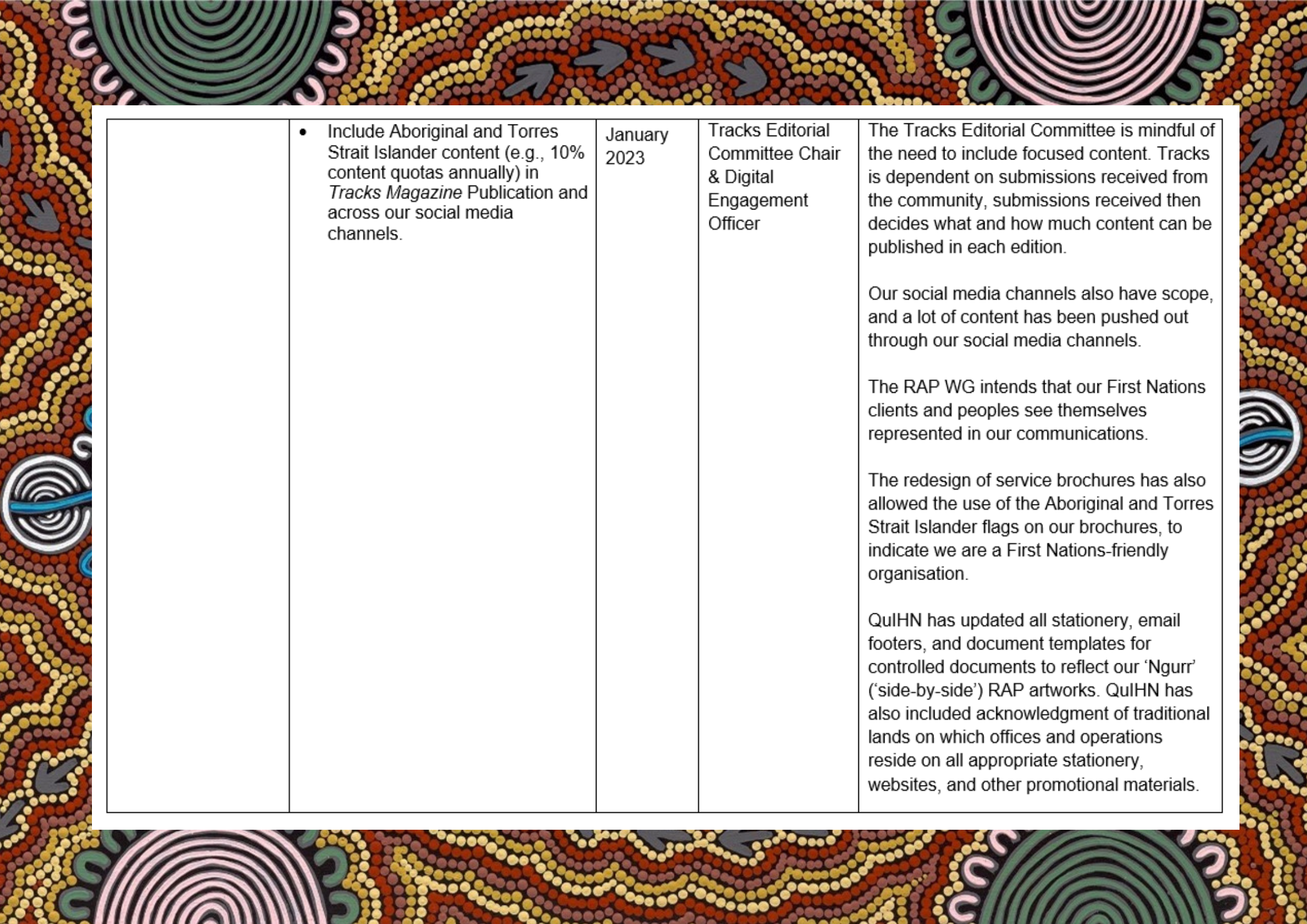
				<p>(Murri Court) and works hard to engage these clients.</p> <ul style="list-style-type: none"> • Our Townsville teams have been engaged in conversations with the <i>Elders For Change</i> group in regard to a partnership to provide feedback on our therapeutic group programs, including our First Nations Programs Framework. We are looking to build this relationship to provide reciprocal harm reduction education to elders and to support community members' well-being.
<p>2. Build relationships through celebrating National Reconciliation Week (NRW).</p>	<ul style="list-style-type: none"> • Promote Reconciliation Australia's NRW across regions, including resources and reconciliation materials to all our staff. 	<p>27 May 2023</p>	<p>RAP Working Group Chair</p>	<p>Promoting Reconciliation Australia's National Reconciliation Week (NRW) is a part of our ongoing business every year. NRW resources and posters are shared across the organisation. QulHN also implemented the NRW-themed virtual desktop background, email banners, and virtual meeting backgrounds. We also continue to promote NRW over our public communications and internal announcements and communications through our HRIS platform.</p> <p>During NRW, QulHN surveyed our staff members to get a feel for how everyone views reconciliation and what they might be doing in their personal and professional lives to further reconciliation. The results of this survey were shared across our social media channels during NRW. Our social media channels also shared information on</p>

				the history and importance of NRW (as well as Sorry Day). The results from the staff NRW survey were also used to design desktop background content and displayed across QulHN. Our Prisons programs replicated this process and ran it as an interactional session with inmates with great engagement.
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May to 3 June 2023	RAP Working Group Chair	<p>Some of the activities QulHN provided during the NRW 2022 included:</p> <ul style="list-style-type: none"> <i>Redlands</i>: ran a <i>Mud Maps</i> group on the NRW theme "<i>Be Brave and Make Change</i>". There was a Fashion Show at the Cooee Indigenous Family and Community Education Centre and QulHN donated clothes and staff attended. <i>Burleigh Heads</i>: Staff presented at the National Viral Hepatitis Conference and referenced the NRW theme of '<i>Be Brave and Make Change</i>'. <i>Sunshine Coast</i>: QulHN staff attended the North Coast Aboriginal Corporation for Community Health (NCACCH) <i>Well Persons Health Check Day</i>, which was very well attended. QulHN also provided Hep C Point-of-Care-Testing with clients. <i>Townsville</i>: staff visited Ferdy's Haven on Palm Island to conduct PoCT and harm reduction education.
	<ul style="list-style-type: none"> Encourage and support our staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May to 3 June 2023	Chief Executive Officer and RAP Working Group Chair	



				<p>West Queensland Indigenous Catholic Social Services, and services into the Mt Isa Watch House.</p> <ul style="list-style-type: none"> • <i>Mount Isa</i>: Our staff worked with the Cultural Liaison Officer around culturally aware and appropriate terminology with people on community supervision orders and connected with the local elders. <p>During the NRW 2023 QulHN was also nominated by the GC PHN for the National RAP Awards. The nomination was supported by the Kirby Institute and Kalwun Health Services. While QulHN was not successful in winning the awards, we were nonetheless very grateful and humbled to be nominated and supported.</p>
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> • Continue to communicate our commitment to reconciliation to all QulHN staff. 	August 2022	RAP Working Group Chair	<p>All QulHN meetings are guided by an agenda and incorporate a standing agenda item for communication about the RAP as well as sharing of any important information and updates. All our meetings and events are opened with our agreed statement of acknowledgement. Staff are encouraged to view acknowledgement as an embodiment, rather than a single statement and to personalise by including their personal narrative, story, and experience (we hope to see less structure and more heart over time).</p>

				<p>We publish our RAP communication tool, titled the <i>'Whichway'</i>. This communication email newsletter is sent out across our regions to all staff and more widely to our stakeholders. <i>Whichway</i> shares important information and updates within QulHN and more generally in the external environment.</p> <p>On 23 and 24 November 2022 our staff spent time at the QulHN days discussing our commitment to reconciliation. We were privileged to have a speaker help guide us in the word, concept, and spiritual practice of Dadirri (Da-did-ee).</p>
	<ul style="list-style-type: none"> Identify external stakeholders and other like-minded organisations that we can engage and collaborate with on our reconciliation journey. 	August 2022	RAP Working Group Chair	<p>The RAP WG continues to develop a list of external stakeholders that it is working with, and these groups/individuals are included into <i>'Whichway'</i> communications to share our progress. During our Reflect RAP we also engaged with GC PHN in sharing our RAP journey.</p> <p>In 2023 QulHN joined Reconciliation Queensland Incorporated (RQI) as a corporate member via annual membership to support the reconciliation movement in Queensland.</p>



	<ul style="list-style-type: none"> Publish our endorsed RAP on our website and through our Social media channels. 	August 2022	Chief Executive Officer	<p>The Reflect RAP is published on QulHN's website and has been promoted via our social media channels. For transparency and accountability, we are also committed to publishing our RAP progress reports alongside our Reconciliation Action Plans on our website.</p>
	<ul style="list-style-type: none"> Circulate materials to our staff on the significance of Sorry Day to learn about shared histories, cultures and how we can contribute to achieving reconciliation in Australia. 	May 2023	RAP Working Chair	<p>Our RAP WG Chair circulated materials to all QulHN staff about the significance of Sorry Day, shared histories, cultures, and how we can contribute to reconciliation in Australia.</p> <p>The RAP WG members play a key role in promoting the RAP and educating our staff on how we can contribute to reconciliation in Australia.</p> <p>During NRW 2023 we undertook an internal staff survey that encouraged reflection on how we all individually can contribute to reconciliation in Australia. We then shared the results with our community to encourage wider reflection and promotion.</p>
	<ul style="list-style-type: none"> Promote the observance of the National Apology to the Stolen Generations to promote understanding of past government policies of forced 	August 2022	RAP Working Chair	<p>All staff were sent information about the National Apology to the Stolen Generation on the 8th of February, commemorating the</p>

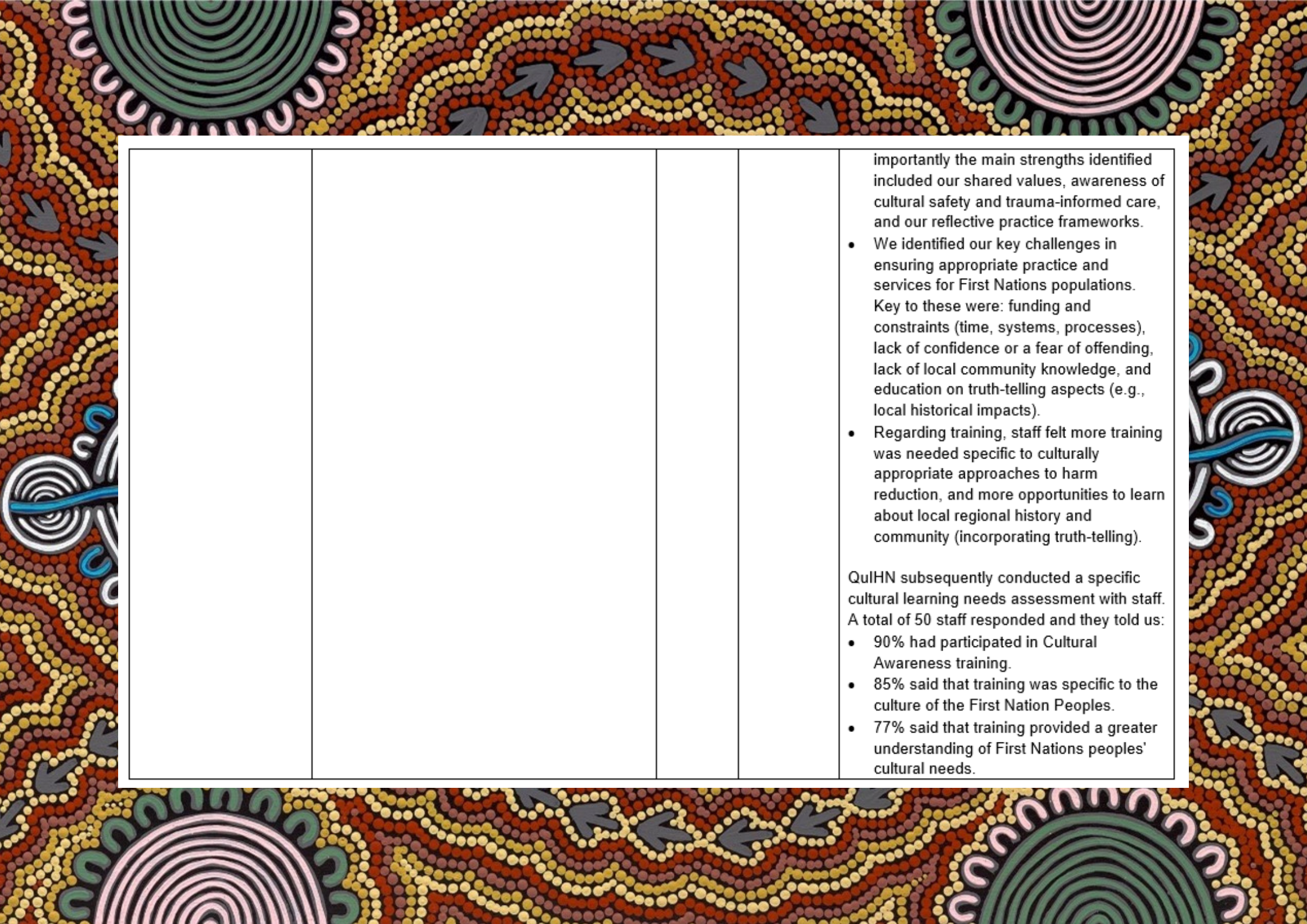
	child removal and assimilation on Aboriginal and Torres Strait Islander peoples.			<p>anniversary of the National Apology on the 13th of February 2008.</p> <p>The National Apology is on our list of important dates for Aboriginal and Torres Strait Islander peoples as part of our social media strategy and communication plan and will be marked every year.</p>
	<ul style="list-style-type: none"> Promote Reconciliation Australia's Share Our Pride resource and communicate to encourage all our peoples to explore how they can individually contribute to reconciliation. 	May 2023	People and Culture Manager	We promoted Reconciliation Australia's Share Our Pride resource using our staff announcements channel on our HRIS platform.
	<ul style="list-style-type: none"> Display our commitment to reconciliation and our RAP in public areas of our regional offices. 	December 2022	Facilities Coordinator	QulHN has designed vinyl stickers that are affixed to all QulHN building entrances across all our regions which acknowledge the traditional lands on which we work and outline our commitment to reconciliation.
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination 	January 2023	People and Culture Manager	<p>QulHN's People and Culture Manager has been researching best practices and policy with the support of the RAP WG external advisor, Prof David Hollinsworth.</p> <p>This research has been informing the development of a broader People Plan and Workforce Diversity Strategy for QulHN.</p>

				<p>QulHN is in the process of reviewing our anti-discrimination policy and rolling out training to staff to support this.</p>
<ul style="list-style-type: none"> Provide appropriate anti-racism training at induction and annually for our staff. 	<p>January 2023</p>	<p>People and Culture Manager</p>	<p>This deliverable has been part of a broader piece of work in the development of a Workforce Diversity Strategy for QulHN.</p> <p>A Workforce Diversity Statement has been developed alongside a new electronic system for the program of Induction training. A training matrix has been developed for Induction and anti-racism training alongside the anti-discrimination training has been included in the requirements. Both packages are now being reviewed and edited in for incorporation in the online Induction system.</p>	
<ul style="list-style-type: none"> Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions and address future needs. 	<p>June 2023</p>	<p>People and Culture Manager and Quality Manager</p>	<p>This deliverable has been part of a broader piece of work in the development of a Workforce Diversity Strategy for QulHN.</p> <p>QulHN has reviewed key areas of our policy, including the organisation's anti-discrimination policy.</p>	

	<ul style="list-style-type: none"> Conduct an audit and review of our client admission and other key service processes to ensure they are culturally appropriate and safe for Aboriginal and Torres Strait Islanders peoples. 	July 2023	Head of Services & Quality Manager	<p>We have undertaken an audit and review of our client admissions and key service processes. After consultation with First Nation and other staff, the result of the audit and review indicated QulHN needs to update client feedback forms to gain further insight from clients who identify as Aboriginal and/or Torres Strait Islander. We are now engaging in this process.</p> <p>QulHN has been in the process of developing a Practice Framework around culturally responsive practice when working with First Nations peoples in prisons. This framework underwent a formal review and approval process with Queensland Corrective Services (through a process of review/approval from the First Nations team/panel). The content is based on the original Changing Habits Program for use with the prisons program model developed by QulHN for QCS. The Social Emotional Wellbeing (SEWB) model has been used across the model as the foundations of a theoretical blueprint for practice and for future QCS staff training. The intent is that this Practice Framework can then be used in a multitude of ways, for example, it forms the basis for the delivery of QulHN's QCS therapeutic groups, but it can also be adapted for use as a practice framework in therapeutic work more broadly, and used for practice framework for other roles, and/or used for training. The Practice Framework will be evaluated through ongoing delivery and engagement in a prison environment with participants. It will be adapted across the full suite of QCS programs.</p>

RESPECT

Action	Deliverable	Timeline	Responsibility	Reporting
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation. 	April 2023	Chief Executive Officer	<p>This deliverable has been part of a broader piece of work in the development of a Workforce Diversity Strategy for QulHN.</p> <p>A Workforce Diversity Statement has been developed alongside a new electronic system for the program of Induction training. For this to be truly impactful and meaningful, this work is a primary focus of our RAP across the organisation. At the commencement of the implementation of the next journey of the Innovate RAP, we plan to repeat our RAP Staff Survey to measure our progress against the baseline RAP Survey (Reflect) and report on the results to our staff and stakeholders.</p>
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation and identify appropriate training. 	September 2022	Head of Services and People and Culture Manager	<p>QulHN conducted a baseline RAP Staff Survey (Reflect), this survey identified the following important points:</p> <ul style="list-style-type: none"> Approximately 2% of our staff identify as First Nations peoples. Approximately 7% of the workforce felt they were very skilled and well-informed regarding appropriate ways of working with First Nations communities. While around 39% said they had a lot of skills and information and 23% had some skills and information. The remainder said they either had little skills and information or lacked sufficient skills and information. We identified many collective strengths in working with First Nations populations,



				<p>importantly the main strengths identified included our shared values, awareness of cultural safety and trauma-informed care, and our reflective practice frameworks.</p> <ul style="list-style-type: none">• We identified our key challenges in ensuring appropriate practice and services for First Nations populations. Key to these were: funding and constraints (time, systems, processes), lack of confidence or a fear of offending, lack of local community knowledge, and education on truth-telling aspects (e.g., local historical impacts).• Regarding training, staff felt more training was needed specific to culturally appropriate approaches to harm reduction, and more opportunities to learn about local regional history and community (incorporating truth-telling). <p>QulHN subsequently conducted a specific cultural learning needs assessment with staff. A total of 50 staff responded and they told us:</p> <ul style="list-style-type: none">• 90% had participated in Cultural Awareness training.• 85% said that training was specific to the culture of the First Nation Peoples.• 77% said that training provided a greater understanding of First Nations peoples' cultural needs.
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				<ul style="list-style-type: none"> When participants were asked what was missing from the training, some comments included: ensuring training is run by someone who is from the First Nations community, desire for more specific information about Aboriginal and Torres Islander local culture and histories, and how to work respectfully. Practical advice on communication strategies. <p>Several recommendations included recognised training workshops, but others also suggested the following:</p> <ul style="list-style-type: none"> Reconciliation Learning Circles Training that focuses on the Uluru Statement of the Heart and Voices to Parliament Training that focuses on assisting individuals identify what they can do to support First Nations peoples and relationships and how this links with social justice for all. <p>The results of this survey have been used to inform future training opportunities for staff.</p>
	<ul style="list-style-type: none"> Document and provide appropriate Aboriginal and Torres Strait Islander cultural awareness training at induction. 	November 2022	People and Culture Manager	This deliverable is part of a larger piece of work in the People Plan. The first step has been the completion of QulHN's Diversity Statement. The first round of training starts

			and Head of Services	with a broad brush online mandatory induction training to try and cover many things. At first, we will complete the induction piece and then follow up training so that people are incrementally engaging in new learning.
	<ul style="list-style-type: none"> Review our Performance Development Review (PDR) and supervision system and ensure we implement strategies to increase self-reflection across roles and develop greater understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning. 	January 2023	People and Culture Manager	This is an ongoing body of work; we believe we can achieve this deliverable by embedding this process into our staff's monthly supervision cycles. This has been incorporated through a requirement in the organisation's supervision process for reflective practice on work undertaken with Aboriginal and Torres Strait Islander clients and communities. In addition, the educative component of the supervision model now includes consideration of practice learning needs as they relate to working with Aboriginal and Torres Strait Islander clients and communities. By including this in the supervision frameworks it is expected to be clear to both staff and the supervisors the expectation of support for involvement and to allow staff opportunity to participate in both practice improvement and learning.
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	April 2023	RAP Working Group Chair	QulHN has been educating and developing an understanding of traditional owners of the lands and waterways across our operational areas through increasing the visibility of our acknowledgements. Examples of this body of work have included:

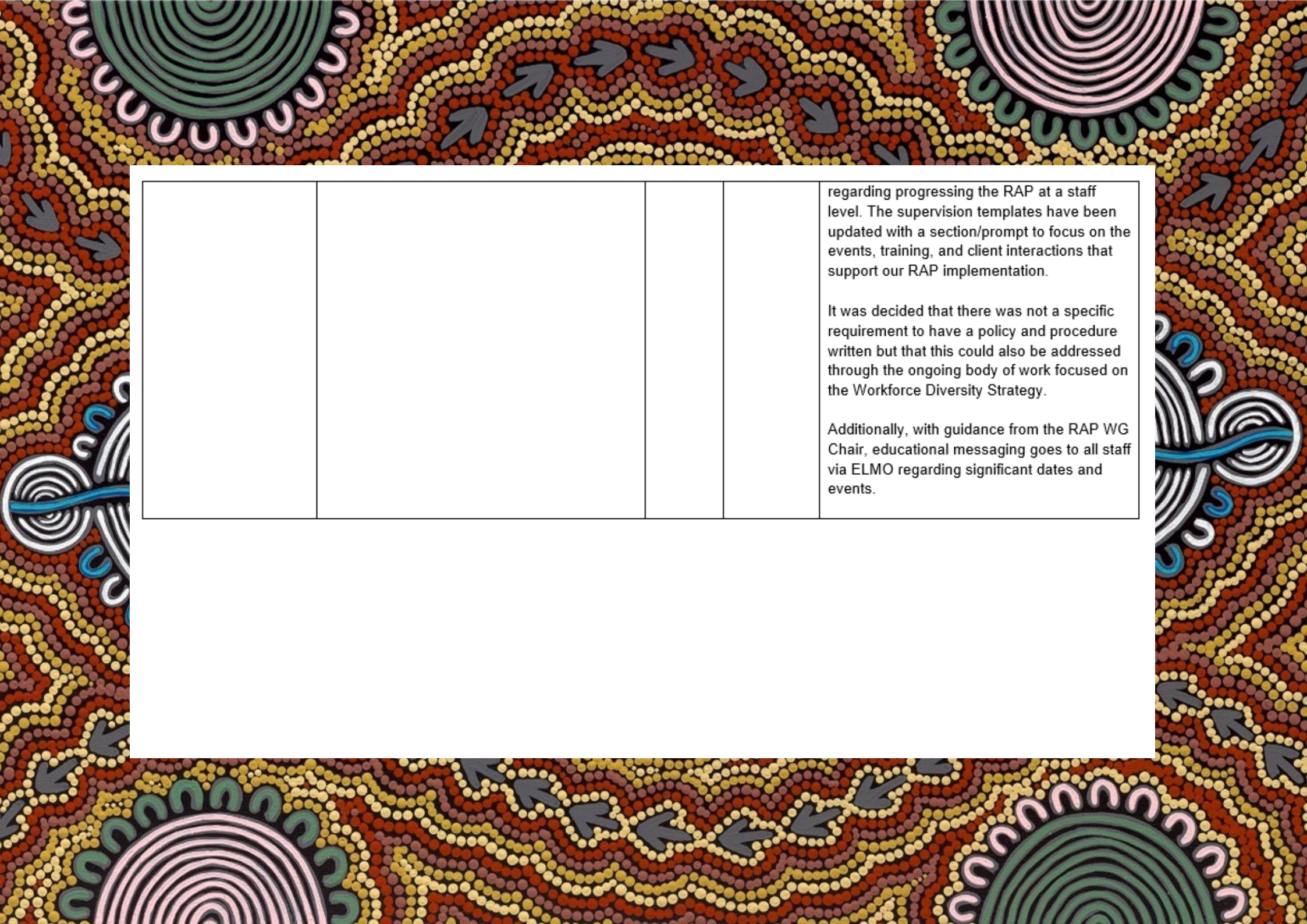
<p>observing cultural protocols.</p>			<ul style="list-style-type: none">• Acknowledgement displayed on all our buildings across regions.• Acknowledgement displayed on our website.• Traditional Owners acknowledged on our service brochures.• Traditional Owners acknowledged on our email footers and other stationery such as letterheads.• Requirement for acknowledgments in all our internal and external meetings.• A standing agenda item at all business meetings for staff to reflect and report on work and engagement undertaken to develop relationships at the regional/local level.• Inclusions of welcome to country and acknowledgments at our major events (such as QulHN Days) by local elders.• Encouraging engagement with local Aboriginal and Torres Strait Islander Local Council Liaisons.• Encouraging connection with local groups, such as the local Elders Group.• Through our cultural and learning needs assessments and approach to our regional/local cultural learning training. <p>RAP WG members are encouraged to take the lead on this in their business and regional</p>
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				meetings. Ensuring mention of specific peoples to the region and encouraging the sharing of local knowledge within teams/regions.
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	April 2023	RAP Working Group Chair	Our RAP WG members have taken the lead on this in their business and regional meetings. All internal and external meetings require QuIHN's acknowledgment of country and are made as part of the routine agenda. RAP WG members have been providing ongoing education and modeling of meaningful delivery of Acknowledgment during meetings, groups, and gatherings. Several of the RAP WG members have also undertaken online training in making meaningful Acknowledgment of Country. We have committed to sponsoring all RAP WG members in the Yarnbark program.
	<ul style="list-style-type: none"> Display acknowledgements in our regional offices that acknowledge the local Traditional Owners or Custodians of the lands and waters. 	August 2022	Facilities Coordinator	QuIHN has ensured acknowledgment of traditional owners of the lands and waterways across our operational areas through the visibility of our acknowledgment displayed on all our buildings across our regions. These acknowledgments are specific to the Aboriginal and Torres Strait Islander peoples of those lands. These can also be seen by the public as they pass by our offices.

	<ul style="list-style-type: none"> Continue to include Acknowledgement of Country at the start of all Board meetings, other significant formal meetings, presentations, and all other meetings. 	August 2022	RAP Working Group Chair	All meeting agendas (including Board meetings) have a standing item for Acknowledgement of Country. We encourage staff to acknowledge the specific First Nations peoples of the lands relevant to where the meeting is held and from where staff are located.
	<ul style="list-style-type: none"> Include invitation to Traditional Custodians to perform a Welcome to Country at QulHN Days. 	February 2023	Chief Executive Officer	<p>Relevant local elders are included as guest speakers to give an appropriate Welcome to Country at major events.</p> <p>Our QulHN Days held on 23 and 24 November 2022 in Northlakes was privileged to have Uncle Alex from Kurbingui Elders Group provide our Welcome to Country.</p>
	<ul style="list-style-type: none"> Update our websites and Social Media to acknowledge the local Traditional Owners or Custodians of the lands and waters. 	August 2022	Chief Executive Officer and Digital Engagement Officer	Our website lists all the local Traditional Owners groups of lands and waterways upon which we operate. Our social media promotes Aboriginal and Torres Strait Islander-appropriate content, including acknowledgment of the Traditional Owners.
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning and purpose of NAIDOC Week. 	June 2023	RAP Working Group Chair	The RAP <i>Whichway</i> e-newsletter is distributed to all our staff and stakeholders who are registered for receiving this. The <i>Whichway</i> provides updates on matters relating to our RAP and First Nations peoples from within and outside of the organisation.

<p>celebrating NAIDOC Week.</p>				<p>Each year we run Social Media campaigns with a focus on NAIDOC Week themes. We have run personalised campaigns such as NAIDOC playlists and publicly published these on QulHN's Spotify channel for listeners.</p> <p>NAIDOC Week is incorporated into the organisation's major events calendar every year.</p> <p>RAP WG members and all staff are encouraged to attend NAIDOC Week events and to report back in meetings on these activities.</p> <p>We have undertaken staff education via email and through our communications and announcement system in our HRIS platform.</p> <p>Reminders and promotion of NAIDOC Week occur in our regional meetings (on agenda).</p>
	<ul style="list-style-type: none"> RAP Working Group to participate in and encourage and support participation in external NAIDOC Week events. 	<p>July 2023</p>	<p>RAP Working Group Chair</p>	<p>Examples of activities conducted and participated in during the 2023 NAIDOC Week included:</p> <ul style="list-style-type: none"> Communications was issued to educate all staff on NAIDOC Week via HRIS. Brisbane held an Indigenous food BBQ at the monthly BBQ to celebrate NAIDOC

				<p>Week. This was facilitated by a local elder, Aunty Marlene, and she aimed to provide hope for future generations by showcasing some of their delicious food from Indigenous sources. The food (Kangaroo skewers, emu lasagna, and crocodile bites) provided some great conversations. People could be heard asking questions about the food including its origin, and the sauces provided to compliment the meat. It was an interactive opportunity to help prepare the meat for cooking. Staff observed clients gather around our special guests, enthralled in her stories and connections.</p> <ul style="list-style-type: none"> • Cairns held a screening of the <i>'Incarceration Nation'</i> movie during NAIDOC Week and invited clients and stakeholders. This initiative was a partnership with YETI Cairns. • Our RAP WG Chair attended the <i>Together, 'Yes'</i> campaign. In attendance was Uncle Noel Pearson, who our RAP WG Chair got to speak to.
	<ul style="list-style-type: none"> • Review our Human Resources Policy to ensure we can reduce barriers and support staff to participate in NAIDOC Week-related events. 	August 2022	People and Culture Manager	<p>A review of key policy was undertaken in January/February 2023.</p> <p>The SMT also discussed ways to encourage participation in NAIDOC Week events at the Quality System Review (QSR) Meeting in January 2023. It was agreed that, in addition to the current strategies, it was most appropriate to address this in Supervision</p>



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regarding progressing the RAP at a staff level. The supervision templates have been updated with a section/prompt to focus on the events, training, and client interactions that support our RAP implementation.

It was decided that there was not a specific requirement to have a policy and procedure written but that this could also be addressed through the ongoing body of work focused on the Workforce Diversity Strategy.

Additionally, with guidance from the RAP WG Chair, educational messaging goes to all staff via ELMO regarding significant dates and events.

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility	Reporting
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	April 2023	Chief Executive Officer and People and Culture Manager	<p>QulHN has developed a Business Case for Aboriginal and Torres Strait Islander employment within the organisation. The Business Case outlines the suggested:</p> <ul style="list-style-type: none"> aims of such a strategy guiding principles of such a strategy the KPI's Governance and reporting and Actions for consideration in an employment strategy <p>This business case will inform future work in the Innovate RAP.</p>
	<ul style="list-style-type: none"> Build understanding of current) Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	December 2022	Chief Executive Officer and People and Culture Manager	<p>During QulHN's initial baseline RAP Staff Survey (Reflect) the organisation sought to understand the number of Aboriginal and Torres Strait Islander staff employed (2%). This baseline will inform our future efforts to increase the employment participation of Aboriginal and Torres Strait Islander staff in our organisation.</p> <p>The work is also complemented by the cultural and learning needs assessment undertaken with staff in 2023, the development of the Diversity Statement and the Diversity Employment Strategy.</p>

	<ul style="list-style-type: none"> Allocate funding for Aboriginal and Torres Strait Islander client representation roles on our client advisory groups. 	August 2022	Client Engagement Officer and Head of Services	QulHN allocates funding for our client representation roles, and we are actively seeking out more Aboriginal and Torres Strait Islander representation. Currently, QulHN has two client representative roles out of 6 roles filled by people who identify as Aboriginal and/or Torres Strait Islander.
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander-owned businesses. 	September 2022	Chief Executive Officer and Quality Manager	QulHN has developed a business case for and a process supported by a supplier review system to ensure growth in the procurement of goods and services from Aboriginal and Torres Strait Islander-owned businesses. This process has been implemented and has resulted in a 4% increase in the sourcing of goods and services from Aboriginal and Torres Strait Islander-owned businesses since its introduction in late 2022.
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	August 2022	Chief Executive Officer	<p>Supply Nation membership was investigated but due to the cost versus benefit review, membership was not enacted. The Supply Nation Suppliers list is still freely accessible to the public and QulHN is utilising this in its approved supplier process.</p> <p>QulHN has redesigned its processes to achieve a meaningful impact in this area. When there is a requirement for quoting from a new supplier that is not on the approved supplier list or 3 quotes are required for any work then a First Nations Supplier needs to be contacted and details are sourced from the Supply Nation Supplier Register. This is</p>

				<p>embedded in the new supplier procedure and the supplier review process.</p> <p>The aim is to ensure that First Nations Suppliers are given the opportunity to quote and subsequently become approved suppliers on QulHN's supplier register.</p>
	<ul style="list-style-type: none"> Explore opportunity to use commissioned art incorporated into our QulHN branded clothing. 	February 2023	RAP Working Group Chair	<p>Approval was received from the artist to use the QulHN commissioned artwork on QulHN-approved clothing. QulHN allocated a budget for the design and printing of branded art utilising the commissioned RAP artworks ('Ngurr', side-by-side). Several rounds of consultation with the RAP WG were undertaken on the design and engagement of several First Nations suppliers for quoting was undertaken. QulHN then approved the final design and printing of the branded clothing. The branded clothing is being made available to the original artist and QulHN staff at no cost.</p>

GOVERNANCE

Action	Deliverable	Timeline	Responsibility	Reporting
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain our RAP Working Group to govern the RAP implementation. 	June 2023	RAP Working Group Chair	Our RAP WG has been maintained through 6-weekly meetings and ongoing monitoring of WG participation. The RAP WG is guided by a RAP WG Terms of Reference (TOR).
	<ul style="list-style-type: none"> Maintain and review our RAP WG Terms of Reference. 	June 2023	RAP Working Group Chair	The RAP WG Terms of Reference (TOR) was adopted by the RAP WG in the inaugural meeting and has since been reviewed over the course of the Reflect Journey. The TOR is reviewed on a 6-monthly cycle.
	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RAP WG. 	June 2023	RAP Working Group Chair	Each region is represented in the RAP WG members. The RAP WG includes Aboriginal and Torres Strait Islander members of staff and client representatives who also identify as Aboriginal and Torres Strait Islander. One of our client representative roles is an Aboriginal and Torres Strait Islander who is participating in the RAP WG while incarcerated, this will be an ongoing position on the RAP WG. The RAP WG also has co-opted the support of an external advisor who is an Aboriginal and South Sea Islander with extensive connections and expertise in the community and provides expert advice and guidance to the RAP WG.

11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Maintain a Senior Leader in the role of the RAP Champion to champion our RAP internally 	August 2022	Chief Executive Officer	The CEO has continued in the RAP WG and acts in the role of the RAP Champion for the organisation internally.
	<ul style="list-style-type: none"> Define resource needs for the RAP implementation. 	August 2022	Chief Executive Officer	Resource needs of the RAP implementation have been identified and included in operating Program budgets to further the work of the RAP.
	<ul style="list-style-type: none"> Continue to have a Director from our Board participate as a member of our RAP WG. 	November 2022	QulHN President of Board	QulHN continues to have the President participate as a member of the RAP WG.
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	August 2022	Chief Executive Officer	<p>The CEO continues to act as the organisation's RAP Champion and active RAP WG member.</p> <p>The Head of Services along with the Senior Program Managers are also RAP WG members. The RAP Chair is a member of the senior management team. The Board President had continued to be an active RAP WG member during our Reflect RAP implementation.</p>
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure, evaluate and report on RAP commitments. 	August 2022	Chief Executive Officer	The RAP implementation has been defined as a key Quality Objective for the organisation. All RAP deliverables have been created as Objectives with associated Actions for implementation in our Quality

				<p>Management System which has allowed ongoing tracking and reporting. Reporting on the progress of these Objectives and associated actions are tracked and reported at each RAP WG meeting. The Objectives and progress of deliverables are reported through the Reconciliation Australia RAP Impact Survey. QulHN has also compiled this report for purposes of internal and external reporting and reporting is also undertaken in our published Annual Report to members and stakeholders.</p>
	<ul style="list-style-type: none"> Involve Aboriginal and Torres Strait Islander stakeholders in providing feedback about how our RAP progresses against our overarching goals. 	July 2023	RAP Working Group Chair	<p>QulHN to explore opportunities to improve Aboriginal and/or Torres Strait Islander feedback. The opportunities that have been identified include:</p> <ul style="list-style-type: none"> Implement an annual client survey, which identifies responses from Aboriginal and Torres Strait Islander participants and use feedback to shape QulHN services. Invite and encourage Aboriginal and/or Torres Strait Islander clients to provide feedback throughout the person's engagement period, at closure and through an annual survey.

	<ul style="list-style-type: none"> Review our Business Plans to ensure they support and reflect our RAP priorities. 	August 2022	Chief Executive Officer and Head of Services	Our Business Plans include the RAP as a key business priority and our Quality Objectives also identify RAP implementation as a key quality objective for service improvement.
	<ul style="list-style-type: none"> Include a standing agenda item in key meetings to update staff on RAP business. 	August 2022	RAP Working Group Chair	<p>All our internal regional and business meetings include a routine standing agenda item to update staff on the business of our RAP.</p> <p>Our <i>Whichway</i> communication newsletter also serves as a keyway to report on our RAP activity and encourage wider dialogue about our RAP. The <i>Whichway</i> is shared with internal staff and external stakeholders on our RAP register.</p>
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2022	Chief Executive Officer	QulHN have completed and submitted the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.
	<ul style="list-style-type: none"> Publish our progress against the RAP in our Annual Reports and make available via our website. 	November 2022	Chief Executive Officer	External reporting is undertaken in our published Annual Report to members and stakeholders. The Annual Report is made available publicly on the QulHN website and the ACNC Charity Portal.

	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June 2023	RAP Working Group Chair	QulHN has maintained contact with Reconciliation Australia to ensure our contact details remain current.
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire 	August 2023	RAP Working Group Chair	QulHN has requested our unique link to access the online RAP Impact Measurement Questionnaire.
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	April 2023	Chief Executive Officer	QulHN has registered via the Reconciliation Australia website to begin developing our next RAP (Innovate) with completion planned before July 2024.

