



**Reconciliation**  
A U S T R A L I A



**Reconciliation  
Action Plan** | **2013-2014**



**CHECKUP**  
advancing primary healthcare



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# Reconciliation AUSTRALIA



# Reflect RAP

Over the next 12 months, our organisation will complete the following actions to ensure we are well positioned in the future to implement effective and mutually beneficial Reconciliation Action Plans (RAPs).

This Reflect RAP will allow our organisation to focus on building relationships both internally and externally, and raising awareness with our stakeholders to ensure there is shared understanding and ownership of our RAP within our organisation.

Our future RAPs will identify relationships, respect, opportunities and track progress actions specific to our business and our sphere of influence. Development of these RAPs will involve consultation with staff across our organisation including Aboriginal and Torres Strait Islander staff and/or stakeholders and our organisation will form a staff Working Group and RAP Collaborative consisting of Aboriginal and Torres Strait Islander peoples and other Australians.



Ms Ann Maree Liddy,  
Chief Executive Officer



Dr Dilip Dhupelia,  
CheckUP Board Chair

Signed 9 September 2013

# Our RAP

## Message from the CEO

CheckUP is committed to working respectfully and effectively with Aboriginal and Torres Strait Islander peoples and communities. We acknowledge Aboriginal and Torres Strait Islander peoples as custodians of the land and respect and value the diversity of Aboriginal and Torres Strait Islander cultures in Australia. We are extremely proud to introduce our inaugural Reconciliation Action Plan (RAP), which marks our public commitment to the reconciliation process.

For the past six years the phrase, “Together we can build a better health system” has underpinned all that we do in improving health through primary health care. The development of our Reconciliation Action Plan provides tangible evidence of our commitment to taking meaningful actions towards creating and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples and communities. We recognise the very significant level of work that is required to address and eliminate the glaring gap in life expectancy and health outcomes between Aboriginal and Torres Strait Islander peoples and the rest of the Australian community. We also recognise the right of Aboriginal and Torres Strait Islander peoples to equitable, accessible and quality health care.

Our RAP journey has been made more meaningful through invaluable guidance and inspiration from some key individuals and partner organisations. In particular we would like to thank Ms Nancy Collins (Cultural Adviser) and Ms Mary Martin (Aboriginal Elder, Cultural Adviser

and Health Consumers Queensland nominee). We are indebted to both of you for your honesty, wisdom and encouragement throughout our journey to date. The journey has also been enriched by the commitment and contributions of staff and Board Directors to the reconciliation process and the actions and courage this process has, and will continue to require of them.

The launch of our RAP marks the beginning of what will be an ongoing journey for CheckUP. We look forward to sharing our achievements and learning as our journey continues. Most importantly, we welcome the opportunities for stronger collaboration and partnerships with Aboriginal and Torres Strait Islander peoples and communities and the benefits that this brings not only for our organisation, but for the primary health care sector and the health of our communities overall.

**Ann Maree Liddy,**  
Chief Executive Officer

## CheckUP

CheckUP is an independent, not-for-profit, member-based organisation dedicated to advancing primary health care. Our organisation works in partnership with government, industry and the primary health care sector to meet the challenges of a changing health care landscape. We have the credibility, knowledge, experience and relationships to lead and support the advancement of primary health care. Our membership includes leading organisations and health care providers from across the primary health care sector as well as community, industry and academia.

Through collaboration, innovation and leadership, CheckUP is committed to building a robust, effective primary health care system that works for all Australians.

Through respectful, open and collaborative practices consistent with our value system, our organisation advocates for culturally appropriate services and strives for equal opportunity, recognising that Aboriginal and Torres Strait Islander health is everyone's business.

All CheckUP staff are bound by the COAG commitments to closing the gap in health inequities between Aboriginal and Torres Strait Islander peoples and others. We acknowledge and respect the diversity of Aboriginal and Torres Strait Islander peoples and cultures and their right to equitable, accessible and quality health care.

CheckUP currently employs 23 staff which equates to 19.62 full time equivalents. CheckUP embraces diversity and we have individuals from a range of cultures and beliefs. We have previously employed Aboriginal and Torres Strait Islander people, although we do not currently have any staff that identify as being of either Aboriginal and/or Torres Strait Islander origin.

Our business currently focuses on work within Queensland; however as an organisation dedicated to the advancement of primary health care we contribute to development of the sector at a national level as well as statewide, in particular through our capacity building and advocacy activities.

### Our Business

*Vision    Quality Health for All*

*Mission    Leading Improvement in Health through Primary Health Care*

*Values    Excellence · Collaboration · Integrity · Innovation*

### Our Strategic Intent

*Lead cross-sector collaboration that delivers mutually beneficial outcomes*

*Drive health system improvement*

*Enhance capacity and capability across the primary health care sector*

*Build healthy, resilient, resourceful communities*

*Grow an effective, sustainable organisation*



## Our RAP

The purpose of the CheckUP Reconciliation Action Plan is to demonstrate our organisation's commitment to:

- Respecting cultural diversity in the workplace
- Acknowledging the value of cultural diversity for our stakeholders, our partners and communities across Queensland
- Contributing to the national effort to close the gap between Aboriginal and Torres Strait Islander and non-Aboriginal and non-Torres Strait Islander health and well being
- Leading by example in the quest to close the gap

Within the organisation, the RAP is championed by our Board, the CEO, the RAP Workgroup and the RAP Collaborative who have informed the development of the RAP and steered CheckUP through this journey.

## The RAP Workgroup

The RAP Workgroup is comprised of staff from CheckUP who volunteered to participate and contribute to the formation and ongoing role and function of the group within the organisation. The current members are:

- Lindy Fentiman (Chair) – Business Manager
- David Millichap – Business Adviser
- Michelle Costello – Business Adviser
- Jane de Vuyst – Business Adviser
- Elise Gorman – Business Coordinator
- Kat Murray – Business Coordinator
- Alicia Reid – Business Coordinator

Previous staff who have now left the organisation, but made a significant contribution to the Closing the Gap Network in Queensland and the development of the RAP are:

- Jann Offer – Business Manager
- Allira Power – Business Coordinator
- Emma Rees – Business Coordinator





Dr Dilip Dhupelia  
CheckUP Board Chair



Associate Professor Michael Greco  
CheckUP Board Director



Ms Ann Maree Liddy  
CheckUP CEO



Ms Lindy Fentiman  
CheckUP Business Manager



Ms Jann Offer  
CheckUP Business Manager



Mr David Millichap  
CheckUP Business Adviser



Ms Jane de Vuyst  
CheckUP Business Adviser



Ms Michelle Costello  
CheckUP Business Adviser



Ms Elise Gorman  
CheckUP Business Coordinator



Ms Emma Rees  
CheckUP Business Coordinator



Ms Kat Murray  
CheckUP Business Coordinator



Ms Alicia Reid  
CheckUP Business Coordinator



Ms Allira Power  
CheckUP Business Coordinator









## The RAP Collaborative

Our RAP Workgroup recognised early in our RAP journey that we had varying experience and expertise in working with Aboriginal and Torres Strait Islander Peoples. We would need the honest advice and guidance of our trusted advisers who we work with closely, and know the work of CheckUP to support us and thus the CheckUP Rap Collaborative was formed. The RAP Collaborative have been a critical source of truth and encouragement to CheckUP in leading this important work. We would like to formally acknowledge and thank Associate Professor Michael Greco, CheckUP Board Director (Chair), Ms Nancy Collins – Cultural Adviser, Ms Mary Martin – Aboriginal Elder, Cultural Adviser and Health Consumers Queensland nominee, Dr Dilip Dhupella – CheckUP Board Chair, Ms Ann Maree Liddy – CheckUP CEO and members of the RAP Workgroup for their dedication and commitment in developing the CheckUP RAP.

“ I have appreciated the opportunity to work with CheckUP on their RAP, and wish them well. ”



Above: Ms Mary Martin

Left to right:  
Ms Nancy Collins, Ms Lindy Fentiman, Ms Ann Maree Liddy, Associate Professor Michael Greco, Ms Emma Rees, Ms Allira Power – Members of the RAP Collaborative





## Our Partnerships and Relationships

### Queensland Aboriginal and Islander Health Council (QAIHC)

CheckUP has maintained a strong working relationship with Queensland Aboriginal and Islander Health Council over a number of years and signed a partnership agreement in May 2011. The partnership with QAIHC exists at a number of levels across both organisations including Board, CEO, management and staff. CheckUP and QAIHC have undertaken a number of joint activities to address health and access issues as well as actively participated in meetings, forums and work groups addressing key issues in the implementation of the COAG Closing the Gap measures. Joint Board Meetings are held regularly and QAIHC has openly acknowledged and supported CheckUP's commitment to Closing the Gap.



### The Institute for Urban Indigenous Health (IUIH)

CheckUP also has a strong partnership with the Institute for Urban Indigenous Health and both organisations have worked together to deliver the Commonwealth funded Urban Specialist Outreach Assistance Program (USOAP) which provides Medical Specialist, GP and Allied Health Professional services to high need Aboriginal and Torres Strait Islander populations in urban areas of Queensland. CheckUP and the IUIH have worked to support Medicare Locals and Community Controlled Health Organisations (CCHOs) and their services to establish partnership approaches that will benefit Aboriginal and Torres Strait Islander health outcomes throughout Queensland. The IUIH has also provided cultural awareness and safety training for CheckUP providers who are delivering services in their facilities. Both organisations meet regularly to ensure the program runs smoothly and the needs of the community are being met in a culturally appropriate way.

### Membership of the Queensland Aboriginal and Torres Strait Islander Health Partnership (QATSIHP)

The QATSIHP was established and authorised through the Agreement on Queensland Aboriginal and Torres Strait Islander Health, which was signed by the Commonwealth and Queensland Ministers for Health and the chairperson of the former Aboriginal and Torres Strait Islander Commission (ATSIC) and the Queensland Aboriginal and Islander Health Forum (now known as QAIHC) in 2002. The QATSIHP works together on key health priorities across a range of activities to improve the health of Aboriginal and Torres Strait Islander people in Queensland. Our organisation has been a member of the QATSIHP since November 2008.

“ QAIHC has a long standing and successful working relationship with GPQ, and now CheckUP which is formalised through our Commitment to Partnership agreement. QAIHC values the organisation’s collaborative approach and their commitment to the realisation of tangible outcomes towards improving the health of Aboriginal and Torres Strait Islander people. ”

Mr Selwyn Button, CEO, QAIHC  
(October 2012)

Signing partnership agreement, May 2011.

Left to right:  
Ms Sheryl Lawton, Chair (QAIHC),  
Mr Matt Cooke, Vice Chair (QAIHC)  
and Dr Dilip Dhupelia, Chair (GPQ/CheckUP)





### Closing the Gap Initiatives

CheckUP has played a central role in coordinating state-wide programs aimed at improving Aboriginal and Torres Strait Islander health under Closing the Gap, including the placement of Aboriginal and Torres Strait Islander Health Workers and Aboriginal and Torres Strait Islander Outreach Workers in Medicare Locals and the implementation of the Care Coordination and Supplementary Services (CCSS) program. CheckUP's coordination of a suite of Closing the Gap programs has provided a significant contribution to the development of a culturally safe and supportive Closing the Gap (CTG) network environment that is inclusive of both Aboriginal and Torres Strait Islander and other workforce members.

The coming together of this Network has been achieved through effective leadership on the part of CheckUP to create an environment where workers are comfortable to share experiences, discuss and resolve barriers and contribute to the development of solutions to increase access for Aboriginal and Torres Strait Islander peoples to mainstream general practice. It has been critical to achieve a high level of engagement and connectedness within and across the CTG Network and other key stakeholders. This engagement and connectedness has enabled Queensland to inform the national agenda that contributes to Closing the Gap on Aboriginal and Torres Strait Islander disadvantage. CheckUP is committed to working in partnership with the community controlled health sector to realise Closing the Gap investments and see real improvements for Aboriginal and Torres Strait Islander peoples living in Queensland. Integral to this achievement has been a strong and respectful partnership with the Queensland Aboriginal and Islander Health Council (QAIHC), the peak body for Aboriginal and Torres Strait Islander health in Queensland.



## The Closing the Gap Network

In November 2010, CheckUP, then known as General Practice Queensland (GPQ) called for expressions of interest within the Queensland Closing the Gap Network of Project Officers and Outreach Workers to form a workgroup. The aim of the workgroup was to address the September 2010 workshop evaluations that articulated several challenges that had the potential to prevent the Network achieving program deliverables. Seven people (representing six divisions of general practice) plus three GPQ staff formed the workgroup. Ultimately, they worked towards guiding the process and implementation of the March 2011 workshop to ensure a more positive outcome for the Network.


The sincerity and honesty of the Network prevailed with the collective realisation that... 'We [the Closing the Gap Network] need to come together for a single purpose and if we cannot work through our own differences then how is it possible for us to close the gap for the people we represent?'

This acknowledgement was the catalyst that led to the Closing the Gap Networks' pledge to respect the diverse background of each other, acknowledge difficulties and aim to create positive solutions for all those involved. Inspired by the commitment of the Closing the Gap Network, the workgroup asked artist Maurice Woodley, an Aboriginal and Torres Strait Islander Outreach Worker at SouthEast Primary HealthCare Network to capture the evolution of the Queensland Closing the Gap Network. In 2011, Maurice illustrated the Closing the Gap logo, issued from the Department of Families, Housing, Community Services and Indigenous Affairs, as central to the work of the Network. With a circular design, the black and white feet reveal the comings and goings of Closing the Gap Network members to meetings and gatherings. The 18 black, white and yellow circles around the outer represent the former 17 Queensland divisions of general practice and the state based organisation, GPQ that comprised the Closing the Gap Network at that time (March 2011).

During the March 2011 workshop, each Closing the Gap Network member contributed to the mural in their own way through handprints and symbolic words. Owned by the Closing the Gap Network, the mural symbolises the groups' commitment to work as one united Network. The Network requested that the mural is brought to all events so people can continue to contribute to the story of the Queensland Closing the Gap Network. The first joint workshop with all three Closing the Gap workforces occurred in Brisbane in March 2012 thanks to the support of GPQ through the Australian Department of Health and Ageing. Over 70 Project Officers, Outreach Workers and Care Coordinators were inspired, some for the first time, by a presentation about the mural.

The mural is a visible symbol reflecting the evolution of the Network. It is a testament by the Network to respect our diverse backgrounds and appreciate the importance of creating effective health solutions across all cultures. In the Network's pursuit to work together towards a single purpose, new workforce members were invited to affirm their commitment by adding to the mural at any time during the workshop. Similarly, existing members were also encouraged to renew their commitment by adding to it again if they wished. "The mural is essentially a powerful visual connection that the Network uses to remember the past, focus on the present and get excited by the future" said the original artist Maurice Woodley.

Over the past two years, many Network members have identified themselves as belonging to a "family" with a heritage focused on improving Aboriginal and Torres Strait Islander health across Queensland. The mural reminds all members of their connection and commitment to Closing the Gap as a united family. Images from the mural have been used throughout this RAP document. CheckUP is both proud and privileged to have been part of this important journey.



### CheckUP's Closing the Gap Collaborative

The Closing the Gap Collaborative is a partnership between the Queensland Aboriginal and Islander Health Council (QAIHC) and CheckUP supported by the Improvement Foundation (IF). QAIHC and CheckUP recognised that they shared responsibility for responding to the challenges set by COAG. Both also recognised the value of using an evidence-based approach to quality improvement such as that provided by the IF. The Closing the Gap Collaborative offered a concrete activity with measurable outcomes that could unite the community controlled and general practice sectors in common purpose around Aboriginal and Torres Strait Islander health disadvantage, led by QAIHC. Through it a strong, respectful quality improvement partnership has developed between the two organisations at all levels. Importantly, the partnership has resulted in linkages between Closing the Gap initiatives in Queensland, particularly General Practice Network and Medicare Local based Aboriginal and Torres Strait Islander Health Project Officers and Aboriginal and Torres Strait Islander Outreach Workers.

The objectives of the quality improvement approach focused on improving access for Aboriginal and Torres Strait Islander peoples to general practice, improved health outcomes for Aboriginal and Torres Strait Islander peoples and providing a forum for joint workshops where general practice staff across mainstream and Community Controlled Health Services networked to share successes, challenges and identify new approaches to improving health outcomes. The approach received active endorsement and support from across the participating organisations and was influential in supporting and sustaining enhanced engagement between General Practice Networks, Medicare Locals and Community Controlled Health Services in Queensland.

### Workforce Development

In mid 2011, CheckUP in partnership with Queensland Aboriginal and Torres Strait Islander Health Council (QAIHC), began to explore opportunities to increase access to orientation, training, career pathway development and mentoring for Aboriginal and Torres Strait Islander Outreach Workers employed through the Closing the Gap (CTG) Indigenous Chronic Disease Package (ICDP). QAIHC formed a statewide work group to inform the planning, implementation and evaluation of an initial Orientation and Training package. A detailed consultation process was used to assess the scope of the role within Queensland and develop an understanding of Outreach Worker roles and responsibilities and identify common themes with respect to learning needs for these workers. Importantly, the results and anecdotal feedback indicated that Queensland Outreach Workers from both the Aboriginal Community Controlled Health Organisations and the Medicare Locals were keen to actively engage and participate in ongoing professional development and mentoring opportunities to support them in their roles and long term career goals.

Following the delivery of a suite of Queensland Outreach Worker Orientation and Future Career Pathways sessions, QAIHC and CheckUP developed a set of follow up recommendations which were provided to the Department of Health and Ageing to further explore ongoing training and professional development opportunities for Outreach Workers.

### Delivery of Outreach Health Services

Through the delivery of a suite of Commonwealth Funded Outreach Services program, CheckUP has contributed to better health outcomes for Aboriginal and Torres Strait Islander peoples through increasing access to Medical Specialist, GP and Allied Health Professional services in rural, regional and remote areas of Queensland. CheckUP works with Aboriginal and Torres Strait Islander Community Controlled Health Organisations (CCHOs) to support the recruitment of suitably qualified service providers to deliver outreach services to urban, regional, rural and remote communities across Queensland. The Outreach Services team engages with QAIHC, the local CCHOs and community elders to provide cultural awareness and safety training and familiarisation techniques for visiting providers going to Aboriginal and Torres Strait Islander communities, and has a strong commitment to providing services in a culturally appropriate manner. CheckUP has also worked in partnership with Barambah Regional Medical Service and Gidgee Healing to secure additional funding to provide much needed surgery for Aboriginal and Torres Strait Islander peoples living in the Cherbourg and Mt Isa regions.

Through the Outreach Services program, CheckUP has worked closely with a range of CCHOs and health services including Gidgee Healing in Mt Isa; Charleville and Western Areas Aboriginal Torres Strait Islander Community Health (CWAATSICH) in Charleville and Roma; Barambah Regional Medical Service in Cherbourg; Child and Adolescent Community Health (CACH) in Cunnamulla; Goondir Health Service in Goondiwindi; Indigenous Wellbeing Centre in Bundaberg; Kambu Medical Service Incorporated in Ipswich; Kalwun Development Corporation in Mackay, Woolloongabba and Woodridge; and the Aboriginal and Torres Strait Islander Community Health Service (ATSICHS) in Burleigh Heads.





# Our RAP Journey

## Chapter 1 – The Big Bang

CheckUP has a proud history of supporting health initiatives for Aboriginal and Torres Strait Islander peoples. Partnering with and supporting capacity building initiatives in the community controlled sector, providing outreach services for communities and advocating for the importance of closing the gap between Aboriginal and Torres Strait Islander peoples and the broader Australian community health outcomes. However the Queensland Closing the Gap Network made it clear to our team that CheckUP needed something to hold us accountable to how we work with and demonstrate opportunities for Aboriginal and Torres Strait Islander peoples.

A Reconciliation Action Plan or RAP was deemed the most powerful way of doing this.

In getting us started along our path to reconciliation, we were privileged to work with the Closing the Gap Network to develop a visible reminder of our commitment to work together to improve health outcomes for Aboriginal and Torres Strait Islander peoples. This resulted in the Closing the Gap mural, which provided inspiration for our RAP journey and is now featured predominately in our completed RAP document.

## Chapter 2 – The GPQ/CheckUP Story

Before we could embark further with our RAP, it was critical to have organisational support and leadership from the highest level. There were no surprises that the Board needed little convincing. They value the relationship that we have with the Queensland Aboriginal and Islander Health Council (QAIHC) and the Closing the Gap Network, and supported our team with progressing the development of a RAP.

The easy part done, we then had to decide how best to go about the development of this very important document. We recognised that it is much more than a document; it is an underpinning philosophy and commitment to how we engage and provide opportunities for Aboriginal and Torres

Strait Islander peoples. It's a positive step to delivering on our strategic priorities of leading cross-sector collaboration that delivers mutually beneficial outcomes, driving health system improvement, enhancing capacity and capability across the primary health care sector, and building healthy, resilient, resourceful communities.

Our usual process for developing organisational wide initiatives is to develop a workgroup and call for volunteers, enabling people with passion and dedication to be part of the process and lead the way.

We were in the enviable position that our call for volunteers brought interest from across the organisation. Members came to the table for a variety of reasons; personal development, wanting to work for disadvantaged communities but mostly because it felt like "the right thing to do."

## Chapter 3 – Slowly... slowly...

From the early days the workgroup were quick to recognise that good intentions would not be enough to carry us through this process and we still had a lot to learn in understanding what reconciliation really means in our context. We realised this would be an ongoing discovery and development for us as individuals and as an organisation.

We had lots of ideas, but needed to be realistic in terms of where the group was at. This became very clear to us when we considered the results of the Reconciliation Australia staff reflection activity that we had undertaken.

We hadn't anticipated how complex and at times confronting the process would be, and although our hearts were in the right place we couldn't just forge ahead.

We needed to retool, pull ourselves together and realise that we need to take this slowly and it's going to take as long as it takes.

Back to reality!

## Chapter 4 – All Aboard!

We provided the broader CheckUP team with only their second update, but the workgroup really didn't feel as though we had much to tell at this stage. We were conscious the RAP would mean nothing if all the information and understanding sat with the workgroup.

More reality....it was disheartening to see people not able to fully appreciate why it's important to develop a RAP, when our work with the sector should speak for itself. When some of the curly questions came it again exposed to the workgroup that we don't know what we don't know.

We wanted to engage our team, but weren't sure how to get started. We thought we would be well served to see if people had gaps in their knowledge and how important it was for them to increase their knowledge about Aboriginal and Torres Strait Islander peoples and cultures. We were encouraged to see that like us our colleagues didn't know what they didn't know but were committed to finding out as much as possible.

We approached the journey in this moment, as we would another project or policy, and did our research. The workgroup was really energised by the process of sharing our perspectives on the RAPs of other organisations that we'd reviewed. It was really meaningful to reflect on the phrases that resonated for us individually.

It was clear which organisations use their RAP and have invested a lot to improving their relationships with Aboriginal and Torres Strait Islander peoples.

But this alone couldn't give us the answers, so we needed to urgently engage our stakeholders for their experience with the RAP process.

Next stop, Gallang Place.

## Chapter 5 – Advice from the Healers

Our visit from Gallang Place was very special. Gallang Place was very generous in sharing personal experiences of their families, the feelings of loss and injustice with the workgroup members. "My heart hurts when I hear these stories" .... reflected one of our workgroup members. They were very supportive, encouraging, and their stories were shared in an environment of healing and a willingness to move forward.

We were moved that the offers of support were so forthcoming of our approach – we will continue to have courageous conversations with staff, the RAP Workgroup and our Board, but we recognise the courageous conversations we will have with Aboriginal and Torres Strait Islander peoples and their families.

## Chapter 6 – National Reconciliation Week

National Reconciliation Week provided the workgroup with a timely opportunity to unveil the mural artwork with our staff team. It was warming to see everyone looking closely at the images and reflecting and drawing their own feelings from it.

We shared with everyone the results of the survey we'd undertaken with a commitment to wanting meaningful engagement and not to be seen to be 'just going through the motions'. But the group was still left feeling unsure how to engage our colleagues and is it really possible to bring them along?





## Chapter 7 – The Light Bulb Moment

Reconciliation Australia met with our RAP workgroup to discuss what developing a RAP has meant for them. They provided copies of their document to look at and really encouraged our team.

Workgroup members describe this meeting as when the light bulb really went on for them. The workgroup came away from this meeting with a greater understanding of what reconciliation is and what a RAP is.

We walked away from this meeting feeling more confident “that we can do this”.

This came at a critical time...we were struggling, we usually work really fast and this felt too slow.

## Chapter 8 – And we're off...

We're ready to RAP... or are we? Feeling heartened by what we'd heard from Reconciliation Australia, we felt in a much stronger position to start writing our RAP.

Part of the challenge of this process has been for us to accept and get our head around being a very 'white' mainstream organisation. But the advice and encouragement from Reconciliation Australia helped us to recognise where we do perform well and where we can stretch ourselves to do better. This included an internal review of our policies to create opportunities for Aboriginal and Torres Strait Islander peoples and enhance our existing partnerships.

The act of writing and having something tangible from our discussions and meetings was encouraging for many work group members.

It really felt as though progress was being made towards reconciliation.

## Chapter 9 – Stating our Intentions

The workgroup proudly drafted a Statement of Intent and the draft Reconciliation Action Plan, which the Board unreservedly supported.

This original document was more specific in some ways, but the version you see now has a broader focus, consistent with that of the Reconciliation Australia Plan. We have learned as we've gone along and have used a similar language and approach.

These statements were shared with the staff team and provided an opportunity to demonstrate our progress.

At this point the workgroup talk has reignited about the staff engagement strategy. This has become more challenging with changes to the workgroup membership and the loss of experience and knowledge, which stalled us a little in our progress.

We knew we would need to regain that knowledge and continue to build our experience.

We refused to be daunted and recognised that there are those close to us who have gone down this road, who believe in us and we want to learn from them.

## Chapter 10 – So what do you think?

The next stage in our journey led us to the establishment of The RAP Collaborative. This group of key informants were invited from our stakeholders and strategic partners, and from the community controlled sector to provide advice and guide us through the final development of the RAP and beyond.

We received very positive support and encouragement to work towards lodgement with Reconciliation Australia.

We still have many questions. Is our RAP right? Is there a right or wrong way? How do we continue to bring our staff along with us and grow our knowledge and experience together?

This is only the first part of the journey. We will share our story as it unfolds. We hope it helps others.





# Our Reconciliation

RELATIONSHIPS		Enhance and maintain our organisation's commitment to work together in an honest and open manner with all those we engage with through our business.		
Action	Responsibility	Timeline	Deliverables	
1.1 Establish a RAP Working Group	Business Manager	Jun 2013	<ul style="list-style-type: none"> <li>CheckUP's RAP Working Group is operational to support the development of our RAP, and work with our trusted advisers through the CheckUP Collaborative.</li> </ul>	
1.2 Establish a RAP Collaborative	CEO	Jul 2013	<ul style="list-style-type: none"> <li>CheckUP's RAP Collaborative, comprising of Aboriginal and Torres Strait Islander peoples and other Australians, provides cultural advice and guidance to the RAP Working Group in the development, ongoing monitoring and evolution of our RAP.</li> </ul>	
1.3 Engage CheckUP staff and Board in relation to the RAP journey, including the development of the RAP and the cultural significance that surrounds it.	CEO, Business Manager	Jul 2014	<ul style="list-style-type: none"> <li>A plan is developed and executed to raise awareness across the organisation about the RAP commitment, particularly with key internal stakeholders.</li> <li>A presentation on CheckUP's RAP commitment is given to all relevant areas of the organisation to ensure all staff have an understanding of how their area can contribute to our RAP.</li> <li>100% of staff and Board are aware of the RAP and its purpose.</li> </ul>	
1.4 Seek ongoing guidance and advice from Aboriginal and Torres Strait Islander peoples and stakeholder organisations to support and embed the RAP within CheckUP.	CEO Business Manager	Jul 2014	<ul style="list-style-type: none"> <li>CheckUP will engage with Aboriginal and Torres Strait Islander peoples to help guide and support the ongoing activity of the organisation to implement the RAP.</li> </ul>	

# Action Plan

Action	Responsibility	Timeline	Deliverables
1.5 Work in partnership and share information with Aboriginal and Torres Strait Islander peoples, communities and organisations.	CEO Business Manager	Jul 2014	<ul style="list-style-type: none"> <li>Encourage all staff to engage with Aboriginal and Torres Strait Islander peoples and stakeholder organisations, by providing formal opportunities for collaboration and through active promotion of Aboriginal and Torres Strait Islander Cultural events.</li> <li>Increase representation of Aboriginal and Torres Strait Islander organisations as members of CheckUP through implementing strategies contained with CheckUPs Membership campaign.</li> </ul>
1.6 Celebrate and acknowledge reconciliation focused events including National Reconciliation Week.	CEO	27 May - 3 Jun 2014	<ul style="list-style-type: none"> <li>Host one internal event each year to celebrate National Reconciliation Week.</li> <li>Staff are aware of significant Aboriginal and Torres Strait Islander events through placing notifications in the RAP Yarning area, calendar invitations and discussions at Staff Meetings.</li> <li>Resources are allocated to support CheckUP staff attendance at external National Reconciliation Week Events.</li> </ul>
1.7 Celebrate the CheckUP RAP.	CEO	Sep 2013	<ul style="list-style-type: none"> <li>Launch the CheckUP RAP with key partners and stakeholders at the Health Leaders Forum.</li> </ul>
1.8 Acknowledge that building cultural capability within CheckUP is an ongoing journey.	CEO	Jul 2014	<ul style="list-style-type: none"> <li>A continuous improvement approach to building the cultural capability of CheckUP has been adopted and ways to measure improvement have been explored.</li> </ul>



RESPECT	Develop and promote a workplace culture that acknowledges and respects Aboriginal and Torres Strait Islander histories and cultures.		
Action	Responsibility	Timeline	Deliverables
2.1 Staff and Board to be given the opportunity to develop their knowledge and understanding of Aboriginal and Torres Strait Islander cultures and how these cultures can enrich CheckUP	CEO	Feb 2014	<ul style="list-style-type: none"> <li>• Articulate the value proposition for cultural awareness, capability and development, with strategies developed and implemented to embed this awareness as part of CheckUP's core business.</li> <li>• Capture baseline data on our employee's current level of understanding around Aboriginal and Torres Strait Islander history, cultures and contributions.</li> <li>• Develop resources to support staff and the Board to embrace cultural inclusiveness.</li> </ul>
2.2 Undertake an environmental audit to identify cultural prompts to ensure there is shared meaning behind Aboriginal and Torres Strait Islander cultural protocols	CEO	Dec 2013	<ul style="list-style-type: none"> <li>• A plan will be developed and implemented to raise understanding of the meaning and significance of Aboriginal and Torres Strait Islander protocols, such as Welcome to Country and Acknowledgement of Country, to our employees.</li> <li>• Traditional Owners invited to perform a Welcome to Country at key events.</li> <li>• Display Aboriginal and Torres Strait Islander art and symbols including the flags.</li> <li>• Acknowledgement of Country included in all email signatures.</li> </ul>
2.3 CheckUP will aim to create a cultural inclusive workplace.	CEO, Executive Officer/ Document controller	Dec 2013	<ul style="list-style-type: none"> <li>• To review and update all internal policy relating to inclusion and human resources, to ensure Aboriginal and Torres Strait Islander cultures are acknowledged.</li> </ul>
2.4 Strive for best practice in service delivery for Aboriginal and Torres Strait Islander communities.	CEO, Business Manager	Dec 2014	<ul style="list-style-type: none"> <li>• Plan and deliver services which are responsive and meet the needs of Aboriginal and Torres Strait Islander communities.</li> <li>• Services and programs delivered are culturally inclusive.</li> </ul>
2.5 Celebrate and acknowledge Aboriginal and Torres Strait Islander cultural events including NAIDOC Week.	CEO, Business Managers, Business Advisers, Business Coordinators, Business Officers	First week of Jul 2014	<ul style="list-style-type: none"> <li>• Host one internal event each year to recognise Aboriginal and Torres Strait Islander cultures.</li> <li>• Staff are aware of significant Aboriginal and Torres Strait Islander events through displaying posters in the yarning area, updates provided at staff meetings and calendar invitations.</li> <li>• CheckUP staff members are supported to attend and engage in one external event per year to recognise Aboriginal and Torres Strait Islander cultures.</li> <li>• Resources are allocated to support CheckUP staff attendance at external events.</li> </ul>

OPPORTUNITIES	Develop capacity within the organisation and with the primary health care sector for Aboriginal and Torres Strait Islander peoples.		
Action	Responsibility	Timeline	Deliverables
3.1 Promote a culture to future employees that encourages Aboriginal and Torres Strait Islander peoples to work within CheckUP.	CEO	Apr 2014	<ul style="list-style-type: none"><li>Explore the benefits of increasing Aboriginal and Torres Strait Islander employment through human resource policies, such as recruitment and retention, that address cultural inclusiveness.</li></ul>
3.2 Actively support Aboriginal and Torres Strait Islander peoples to access primary health care and community based services.	Business Manager	Jul 2014	<ul style="list-style-type: none"><li>The CheckUP Directory will increase the number of Aboriginal and Torres Strait Islander health professionals and local community based services listed.</li><li>Increase awareness of the CheckUP Directory through collaboration and promotion with Aboriginal and Torres Strait Islander organisations.</li></ul>
3.3 Consider supplier diversity	CEO, Business Manager, Executive Officer	Mar 2014	<ul style="list-style-type: none"><li>CheckUP will consider selection of Aboriginal and Torres Strait Islander supplier diversity as part of the annual review of suppliers.</li></ul>
3.4 Actively work with Aboriginal and Torres Strait Islander organisations to improve health outcomes through primary health care.	CEO, Business Manager	Jul 2014	<ul style="list-style-type: none"><li>CheckUP will identify potential partnerships with Aboriginal and Torres Strait Islander organisations who support a commitment to improved health outcomes.</li></ul>



TRACKING PROGRESS		Develop an effective evaluation strategy to help track the success of the RAP.		
Action	Responsibility	Timeline	Deliverables	
4.1 Develop an evaluation plan to support the tracking of the RAP's success or progress.	CEO, Business Manager	Jul 2014	<ul style="list-style-type: none"> <li>Collect data to measure the RAP's progress.</li> <li>Submit CheckUP's RAP Impact Measurement Questionnaire on our achievements to Reconciliation Australia.</li> </ul>	
4.2 Analyse data and information collected to measure meaningful progress.	CEO, Business Manager	Oct 2013/ Jul 2014	<ul style="list-style-type: none"> <li>Use data and information collected to provide meaningful insight into the progress of the RAP.</li> <li>Identify any activity or resource gaps in CheckUP's RAP.</li> </ul>	
4.3 Seek advice and guidance from the RAP Collaborative to understand the RAP's success or progress.	CEO	Jul 2014	<ul style="list-style-type: none"> <li>Provide the RAP Collaborative with data and information to understand and support the ongoing implementation of CheckUP's RAP.</li> </ul>	
4.4 RAP Refresh	CEO Business Manager	Dec 2014	<ul style="list-style-type: none"> <li>CheckUP will refresh and launch an updated RAP.</li> </ul>	







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