



Innovate Reconciliation Action Plan

June 2023 - June 2025



If you have any queries regarding the Nexus Primary Health Reconciliation Action Plan (RAP), please contact:

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About the Artwork:



We would like to thank and acknowledge Aunty Jo Honeysett, Taungurung Elder, for the Aboriginal Artworks created for Nexus Primary Health used in their entirety of parts thereof throughout this report.

Snake Egg Painting Meaning

This painting has three snakes, in the midst of two, are eggs that are both nurtured and protected to allow them to hatch and grow.

Turtle Painting Meaning

This painting depicts four turtles all coming together to eat and share each other's company. The river is abundant with food which is represented by the dots. The circles that surround the turtles are waterholes on country.

Acknowledgement of Country and Traditional Owners

Staff and Board Members of Nexus Primary Health (Nexus) respectfully acknowledges the Traditional Owners of this land, the Taungurung and Wurundjeri people and we pay our respects to their Elders, past, present and emerging. We acknowledge and uphold their continuing relationship to this land and the waterways in which we provide community health services. We are committed to reconciliation and collaborating with the Traditional Custodians of these lands and waterways to provide an inclusive service and work environment where Aboriginal and Torres Strait Islander peoples feel safe, accepted, affirmed and celebrated.





Our Vision for Reconciliation

Nexus Primary Health's vision for reconciliation is a future where we have contributed to improving health outcomes for Aboriginal and Torres Strait Islander peoples in the regions we service by partnering with Taungurung Land and Waters Council and Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.

We collaborate with local Aboriginal and Torres Strait Islander stakeholders and communities to learn about their rich cultures and histories, listen to the stories and utilise this knowledge to inform our practice across our diverse range of services. Through this partnership, Nexus Primary Health will ensure that our community health sites and services are welcoming, inclusive, safe and equitable to improve accessibility and contribute to closing the life-expectancy gap for Aboriginal and Torres Strait Islander peoples.

Our Business

The Nexus story began over forty years ago with a small local community health service employing a physiotherapist and district nurse. Today Nexus is a not-for-profit organisation and the leading provider of primary and community health in the Mitchell, Murrindindi and Strathbogie Shires who employs over 300 staff and over 100 volunteers. One staff identifies as an Aboriginal and / or Torres Strait Islander person.

Nexus provides a comprehensive range of clinical and allied health services along with mental health and community support services, family violence, alcohol and other drugs, financial counselling, health promotion as well as diversity and inclusion work. We are committed to excellence in the delivery of holistic, accessible, community-based health services. In line with our mission, we continually strive to provide the highest quality integrated person-centred health services, support, and advocacy. The clients we service across our Seymour, Broadford, Wallan and Kinglake sites broadly represent the life stages where we help people within our communities live and die well.

Nexus is committed to equity, irrespective of cultural or linguistic background, sexual orientation, gender identity, religion or spiritual beliefs, socio-economic status, age, or abilities. Nexus collaborates with many community and societal partners across the Shires to ensure that we tailor our services to address the health inequities that Aboriginal and Torres Strait Islander peoples in our region face.



Our Reconciliation Action Plan (RAP)

Nexus Primary Health have employed two Diversity Officers for the past three years who have also led our Diversity Committee. Our Diversity Officers and committee have continually strived to implement changes to ensure that our services are inclusive and easily accessible for all people in our service regions. This committee has increased its focus to include the RAP working group where local Elder, Aunty Jo Honeysett from Taungurung Land and Waters Council holds the Aboriginal and Torres Strait Islander seat and **15 of Nexus** staff hold non-Indigenous seats. The committee meets bimonthly and welcomes Taungurung Land and Waters Council to attend and contribute to our Innovate RAP and ongoing work in making our services inclusive and accessible.

Aboriginal and Torres Strait Islander Champion:

Aunty Jo Honeysett, Taungurung Land and Waters representative

Senior Management Champion:

Amanda Mullins, Chief Executive

Diversity Officers:

Wendy Kelly & Mathew Fowler

Diversity Committee Members:

Name	Team	Position
Wendy Kelly	Health & Diversity Team	Diversity Officer
Mathew Fowler	Health & Diversity Team	Diversity Officer
Teagan Gatt	People & Culture	Administration Officer
Jose Perez	Business Services	Business Services Administration Officer
Sarah Wicking	Business Services	Business Services Administration Officer
Shannon McBain	Community Access	Drug & Alcohol Worker
Daravong Soukhaseum	Children's Allied Health	Allied Health Assistant
Natalie Carter	Targeted Care Packages	Child, Youth & Family Services Key Worker
Suzy Boulton	Client Engagement	Customer Service Team Leader
Karla Wintle	Community Support	Community Support Administration Assistant
Stephanie Trenfield	Adult Allied Health	Dietitian
Kathryn Lane	Counselling	Generalist Counsellor

Nexus Primary Health works collaboratively with Taungurung Land & Waters Council, Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, Goranwarrabul House, Mitchell Shire Council, Murrindindi Shire Council and the Goranwarrabul Mob and Friends to contribute to the wider cultural shift in making an inclusive and equitable future for all Aboriginal and Torres Strait Islander peoples.

Relationships

Building strong relationships with local Aboriginal and Torres Strait Islander stakeholders and communities ensures that we continually provide inclusive and accessible community health services. This will contribute to closing the life expectancy gap in Aboriginal and Torres Strait Islander peoples in our regions.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2023	Chief Executive
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Diversity Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 May 2025	Chief Executive
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024 27 May - 3 June 2025	Diversity Officer
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024 27 May - 3 June 2025	Chief Executive
	• Organise at least one NRW event each year.	27 May - 3 June 2024 27 May - 3 June 2025	Diversity Officer
	• Register all our NRW events on Reconciliation Australia's NRW website .	May 2024 May 2025	Communications Officer

3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	November 2023	Diversity Officer
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	July 2023	Chief Executive
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	August 2023 August 2024	Diversity Officer
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	September 2023	Diversity Officer
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	July 2023	People & Culture Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	July 2023	Diversity Officer
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	October 2023	People & Culture Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	November 2024	Diversity Officer



Respect

By learning about and respecting Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights, it allows us to change and adapt our services to be more inclusive and accessible.

Action	Deliverable	Timeline	Responsibility
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"> Conduct a review of cultural learning needs within our organisation. 	August 2023	People & Culture Manager
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	October 2023	Clinical Service Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff. 	March 2024	People & Culture Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	March 2024	People & Culture Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<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. 	February 2024	Diversity Officer
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	February 2024	People & Culture Manager
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	July 2023 July 2024	Diversity Officer
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	June 2023	Chief Executive

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July 2023 July 2024	Diversity Officer
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2023	People & Culture Manager
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	June 2023 June 2024	Chief Executive



Opportunities

Nexus Primary Health's purpose is to help the community to live and die well. However, there are underrepresented cohorts who face additional barriers to health. It is important for Nexus to ensure that Aboriginal and Torres Strait Islander peoples in our region have equitable access to healthcare to reduce the life expectancy gap. Our role is to improve health outcomes for Aboriginal and Torres Strait Islander peoples through a variety of primary and prevention health services. By listening, we will understand the barriers to health and adapt to meet the needs of Aboriginal and Torres Strait Islander peoples. It is important that we help people access our services, feel welcomed and safe and support their health journey to live and die well.

Nexus Primary Health celebrates and honours diversity in our community and the workplace. We welcome and support Aboriginal and Torres Strait Islander peoples in employment and professional development opportunities and believe it is important to provide supports in place to ensure that all employment opportunities are equitable.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	People & Culture Manager
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2024	People & Culture Manager
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2024	People & Culture Manager
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2024	People & Culture Manager
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2024	People & Culture Manager

9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	March 2024	Finance Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	March 2024	Finance Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	May 2024	Finance Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	May 2024	Finance Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	December 2024	Infrastructure Manager
10. Improve access to health services to contribute to closing the life expectancy gap for Aboriginal and Torres Strait Islander peoples in our community	<ul style="list-style-type: none"> Review current process to access the 715 Health Check and assess the barriers to access. 	August 2023	GP Services Coordinator
	<ul style="list-style-type: none"> Liaise with Taungurung Land and Waters Council and Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to understand additional barriers and what actions would increase access to health services. 	August 2023	Clinical Services Manager
	<ul style="list-style-type: none"> Develop an easy-to-follow process with supporting materials in plain English and promote on our website, Goranwarrabul House and on social media. 	March 2024	Diversity Officer
	<ul style="list-style-type: none"> Commit to three health sessions at Goranwarrabul House to provide appropriate health services within the setting. 	March 2024	Clinical Services Manager



Governance

Action	Deliverable	Timeline	Responsibility
11. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2023	Diversity Officer
	• Establish and apply a Terms of Reference for the RWG.	June 2023	Diversity Committee Diversity Officer
	• Meet at least four times per year to drive and monitor RAP implementation.	June 2023 August 2023 October 2023 November 2023 February 2024 April 2024 June 2024 August 2024 October 2024 November 2024	
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June 2023	Diversity Committee
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2023	Chief Executive
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2023	Diversity Officer
	• Appoint and maintain an internal RAP Champion from senior management.	June 2023	Chief Executive

13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Diversity Officer
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023 1 August 2024	Diversity Officer
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023 30 September 2024	Diversity Officer
	• Report RAP progress to all staff and senior leaders quarterly.	August 2023 November 2023	Diversity Officer
		February 2024 August 2024 November 2024	
		February 2025 May 2025	
	• Publicly report our RAP achievements, challenges and learnings, annually.	November 2023 November 2024 May 2025	Chief Executive
	• Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	May 2024	Diversity Officer
• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2025	Diversity Officer	
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia’s website to begin developing our next RAP.	December 2024	Diversity Officer





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 **nexusprimaryhealth.org.au**

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