



Royal Brisbane and Women's Hospital

# RECONCILIATION ACTION PLAN

April 2022 – April 2024



Metro North  
Health



Queensland  
Government



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CMM May '22 0024\_mg







*Meanjin, is the traditional word in the Turrbal language for the finger of land on which Brisbane sits. The Brisbane Central Business District and region north of the Brisbane River form part of the vast catchment of the RBWH Health Service.*

## Acknowledgment of Country

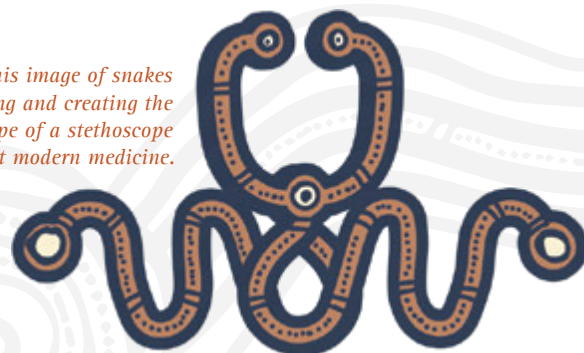
In keeping with the Royal Brisbane and Women's Hospital (RBWH) spirit and commitment to reconciliation, cultural advancement and respect, we respectfully acknowledge the Traditional Owners of this country, the Turrbal, and Yugara peoples, on whose land we work and live and recognise this land under their custodianship.

For this special initiative, we acknowledge and pay respect to the Elders present and to the growing young peoples; who are the emerging and future leaders of our community. We also extend this acknowledgment to all Aboriginal and Torres Strait Islander staff, patients and visitors of RBWH.

We wish to acknowledge Country; this land traditionally known as Meanjin and lately known as Brisbane and the inner north area of this country: lately known as Herston, belonging to, and cared for, by the Turrbal peoples.

We acknowledge our Elders who have passed, providing us with confidence that their spirits are here with us to support our work within this important journey of reconciliation.

*This image of snakes dancing and creating the shape of a stethoscope represent modern medicine.*







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# Executive Director Message



Our Innovate Reconciliation Action Plan (RAP) aims to promote and enact reconciliation throughout the entire RBWH and reaffirms our priority and desire to continue to work closely with Aboriginal and Torres Strait Islander peoples throughout Australia. This RAP was designed to unite and monitor our shared efforts to reconciliation and guide us together on our health journey.

Listening and valuing the conversations with Aboriginal and Torres Strait Islander peoples has provided us with the knowledge to make RBWH a place where both age old and modern day Aboriginal and Torres Strait Islander cultures are honoured and respected. Our conversations have allowed us to learn a lot about each other and understand the complexities of the health issues encountered by Aboriginal and Torres Strait Islander peoples. We acknowledge we must act to overcome these complexities to enable us to provide holistic and appropriate treatment to combat health issues and, on the same occasion provide an assured culturally safe environment.

The conversations have informed us of the wide variations of health issues and related health matters from Aboriginal and Torres Strait Islander peoples from the Torres Strait, Far North and North Queensland and the Gulf Country, to Central and Southern Queensland and close to home in South East Queensland.

We are confident in our ability to continue to build genuine, lasting relationships and authentic respect between RBWH and Aboriginal and Torres Strait Islander peoples from across Australia.

We are confident in the current provision of the specialised suite of health services for Aboriginal and Torres Strait Islander Queenslanders and are committed to building on this existing framework. We will continue to explore new opportunities to improve on our services through the appreciation of cultural differences, research and innovation.

The RBWH Innovate RAP 2022-2024 will guide the implementation and pioneering of health services for Aboriginal and Torres Strait Islander peoples and support the movement of reconciliation across Australia.

I am respectful and appreciate the opportunities to learn and discuss the issues impacting on the health of Aboriginal and Torres Strait Islander individuals, families and communities. Knowledge of these issues has informed our highly skilled teams of clinicians, professionals and administrative staff to provide a holistic care model which produces better health outcomes.

Importantly, our valued relationships, shared respect and opportunities will continue to be developed in our increasingly amicable partnership with Aboriginal and Torres Strait Islander patients, their families and communities.

A stylized, handwritten signature in dark blue ink, representing Dr David Rosengren.

**Dr David Rosengren**  
Executive Director  
RBWH

*The centre section represents plant life in the area – the Jacaranda trees. The mauve colour brings a feeling of purity. It also brings to mind renewal, which is fitting for the maternal wards of hospital.*



# Chief Executive Officer Message



Reconciliation Australia commends the Royal Brisbane and Women's Hospital on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for the Royal Brisbane and Women's Hospital to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, the Royal Brisbane and Women's Hospital will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Royal Brisbane and Women's Hospital is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the Royal Brisbane and Women's Hospital's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Royal Brisbane and Women's Hospital on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# Our Vision for Reconciliation

A future of true equity in health and wellbeing for Aboriginal and Torres Strait Islander peoples.

An all-inclusive workforce that stands respectful of Aboriginal and Torres Strait Islander cultural values and, host culturally safe services that inspire consumers to benefit and enjoy quality treatment and care.

Enthuse our Aboriginal and Torres Strait Islander staff to reach their highest capability.

*Many of the wavy lines represent the fierce winds of the area. This can also represent the highs and lows of health, that we are always working on perfecting.*





## Our Commitment ~ Our Champions


The RBWH Executive Leadership Team, here undersigned, commit to lead this Reconciliation Action Plan in promoting reconciliation and our desire to work closely with Aboriginal and Torres Strait islander peoples across the RBWH community. Our RAP champions, along with the oversight of the Reconciliation Working Group (RWG) will ensure the targeted actions and deliverables identified in our RAP are achieved.




*Boomerang –  
a weapon for the  
Indigenous people. Also  
represents the return of  
Indigenous people to  
health work and  
studies at the  
hospital.*

  
**Dr David Rosengren**  
Executive Director  
RBWH

  
**Peter Buttrum**  
Executive Director  
Allied Health Professions

  
**Dr Keshwar Baboolal**  
Executive Director  
Internal Medicine Services

  
**Luke Shorten**  
Service Director  
Critical Care and Clinical Support Services

  
**Elizabeth Bennett**  
Chair  
Staff Clinical Council

  
**Gillian Nasato**  
Deputy Executive Director  
RBWH

  
**Andy Carter**  
Director  
Nursing and Midwifery

  
**Dr Glen Kennedy**  
Executive Director  
Cancer Care Services

  
**Kevin Hill**  
Manager  
Hospital Finance

  
**Dr Mark Mattiussi**  
Director and Chief Medical Officer  
Medical Services

  
**Dr Barry O'Loughlin**  
Executive Director  
Surgical and Perioperative Services

  
**Dr Karin Lust**  
Service Director  
Women's and Newborn Services

  
**Gary Power**  
Chair  
Consumer Advisory Group

  
**Dr Paul Kubler**  
Chair  
Staff Clinical Council



## Our Business

We are in the business of health.

We are proud of and advocate for our lasting partnership with our local Cultural Capability Services, Indigenous Hospital Liaison Services and Nurse Navigators. We will continue to be guided by these essential services towards Aboriginal and Torres Strait Islander patient preferred and culturally appropriate services.

We are proud and advocate our lasting partnership with our local Cultural Capability Services, Indigenous Hospital Liaison Services and Nurse Navigators and will continue to be guided by these essential services towards Aboriginal and Torres Strait Islander patient preferred and culturally appropriate services.

Within our health service area, we respect and embrace the country of the Turrbal and Yugara peoples, the traditional owners and custodians of the land on which RBWH is situated.

We acknowledge our Aboriginal and Torres Strait Islander patients from across Australia and are pleased to confirm RBWH as not only a place to travel to for health service, but as a meeting place, for our local community members to gather and talk business.

RBWH is Queensland's largest hospital and provides a wide range of clinical services in the heart of Brisbane. RBWH employs more than 8,000 multidisciplinary staff that together provide more than one million episodes of life-saving treatment each year.

We are extremely proud to be named among the top 100 hospitals in the world for two consecutive years, in 2019 and 2020 – (*Newsweek 2019, 2020*).

This outstanding acknowledgment cements RBWH's position as a world-class hospital and health care provider.

RBWH provides outstanding care across an extensive range of clinical areas and is known for its preeminent cancer care, maternity, trauma and burns care.

RBWH's service to the community is immense. It has close to 1,000 beds, provides more than one tenth of all patient services in Queensland as well as services to patients in Northern New South Wales and the Northern Territory. Its catchment includes the traditional lands of the Yugara and Turrbal people.

As the largest provider of telehealth services in Queensland, thousands of patients connect with the hospital's specialists via state-of-the-art instant video connection, bringing expert care to rural and regional patients and reducing the need for them to travel large distances away from home.

These exceptional and hard earned achievements stem from our continual introduction of the world's most advanced health technology and equipment and retaining highly experienced staff to drive technological advancements and, at the same time, knowing we need to adapt to provide an Aboriginal and Torres Strait Islander age-old tradition of personal and family orientated care.

Firmly established as a world-leading healthcare, research and innovation hub, RBWH has proud partnerships with more than 14 state and national universities and three TAFE providers and boasts strong ties to the Australian Defence Force. RBWH is also part of the [Herston Health Precinct](#); one of Australia's largest health and knowledge precincts.





RBWH is a Choosing Wisely partner and is leading the way nationally to promote better conversations about the appropriate use of medical tests, treatments and procedures, which is ultimately strengthening and integrating patient care.

With more than 150 years of caring for Queensland, the modern-day RBWH supports and produces world-leading research and education and is a prominent innovator in the pursuit of ever-improving patient outcomes.

In 2021, RBWH's 8,000 multidisciplinary staff provided more than one million episodes of high quality healthcare to patients, including:

- more than 89,390 Emergency Department visits
- more than 838,664 outpatient appointments
- more than 5,084 babies delivered
- more than 153,000 cancer care treatments, consultations and admissions.

*The central focal point represents the gathering place of the Hospital. Important to us all, so it is the focal point of the artwork.*

In September 2020, the care provision each month provided to Aboriginal and Torres Strait Islander patients included:

- 300 plus attendances to Emergency and Trauma Centre
- 2000 plus outpatient appointments
- 260 plus discharges from inpatient admissions
- 20 plus Aboriginal and Torres Strait Islander babies born.

In January 2022, 97 Aboriginal and Torres Strait Islander staff were employed at RBWH.



*This symbol represents 'community links'. Communities in the area linking together, and interacting together.*

## Our RAP

### A History of Aboriginal and Torres Strait Islander Health Services



Aunty Pamela Mam, a valued innovator and pioneer who championed the development of culturally appropriate Aboriginal and Torres Strait Islander health services.

Determined to lift the health service provision for Aboriginal and Torres Strait Islander peoples in the mid twentieth century, Aunty Pamela committed to completing the demanding nurse training and proudly qualified to become one of only a few Aboriginal nurses in Queensland and Australia.

At her home country in north Queensland and facing the challenges stemming from the early Queensland Government legislation – *Aboriginals Preservation and Protection Act*, Aunty Pamela, a proud Kuku Yalanji woman had to seek permission to enroll in nurse training and to travel from her home at Palm Island to Townsville.

Recognising the enormity and importance of completing a General Nursing Certificate and the flow-on health benefits to the Aboriginal and Torres Strait Islander community, Aunty Pamela completed extra nursing curricula in Midwifery Nursing and Perioperative Nursing to become a Triple Certificate Nurse in the mid 1950s, before relocating to the then Brisbane Children's Hospital.

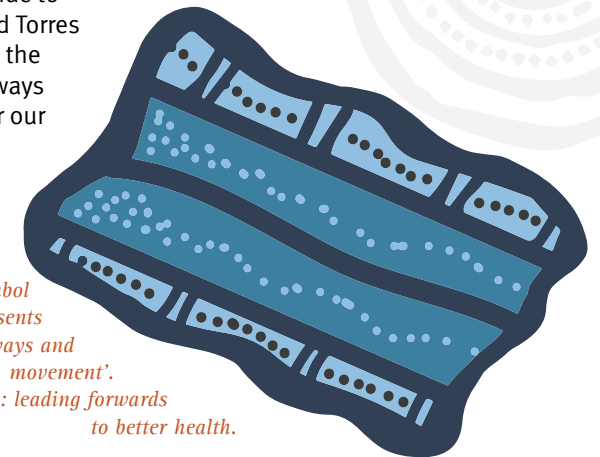
*Photo: Aunty Pamela Mam, one of few nurses at the time and pioneer of Aboriginal and Torres Strait Islander Health Services.*

Whilst practicing nursing and advocating proper health care services for Aboriginal and Torres Strait Islander peoples, Aunty Pamela remained committed to the personal challenge of nurturing her own family.

Credited with initiating vital improvements in the health treatment for the Aboriginal and Torres Strait Islander Community, Aunty Pamela's passion and persistence paved the way for more accessible and appropriate health services. Aunty Pamela is honoured as a co-founder of Brisbane's Aboriginal and Torres Strait Islander Community Health Service which commenced operations in 1973.

Thanks to the contribution of Aunty Pamela, Community Health Services throughout Queensland continue to provide inclusive health care for Aboriginal and Torres Strait Islander peoples. We are committed to the legacy of people like Aunty Pamela and will always advocate for the inclusive services required for our patients returning home to their families and community.

*This symbol represents 'pathways and movement'. ie: leading forwards to better health.*







## Our Reconciliation Journey

The RBWH RAP is more than a plan.

This plan was developed by our RAP Working Group, which was established in 2019 with both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff members, and our RBWH Executive Leadership Team. The RAP will guide the delivery of strategies and actions, and ensure we further enhance a culture of respect and the modern and traditional values of Aboriginal and Torres Strait Islander consumers on our continuing journey of Reconciliation. It also confirms the commitment of our Executive Leadership Team members to champion the successful achievement of actions and continued promotion of reconciliation across our extensive campus.

As well as new actions and partnerships, our RAP will strengthen our existing relationships with Aboriginal and Torres Strait Islander patients, their families, and community, and continue to enhance our engagement and current strategies such as:

- Indigenous Hospital Liaison Services, comprising trained staff who provide essential support and daily contact with patients and their families and, liaison services between patients and clinicians
- Cultural Capability Services, for cultural leadership and support to deliver projects targeted towards improving the health outcomes of Aboriginal and Torres Strait Islander peoples
- A Nurse Navigator role specifically designed health and wellbeing checks and preparation for patients attending surgery appointments
- Ngarrama Maternity Services, hosting a team of dedicated midwives and healthcare workers who provide tailored care and support to Aboriginal and Torres Strait Islander women and their families on their journey of pregnancy.

As a major tertiary hospital in Australia, we recognise and value the expertise of all staff and the diversity of health services we provide for all consumers.



## A New Era

Prior to 2013, the Aboriginal and Torres Strait Islander Health Liaison Service (A&TSILS) was managed under the governance of the Social Work Department at RBWH and located on level five of the Ned Hanlon Building. In 2013, the recently formed Aboriginal and Torres Strait Islander Health Unit took over the governance of all Aboriginal and Torres Strait Islander Services in Metro North, which was accompanied by a new structure being formulated for the RBWH service which included a Team Leader to complete the team. Following a major consultation process in 2019, the RBWH community was excited to welcome the Indigenous Hospital Liaison Service formally back under the local governance of the Executive Director Allied Health Professions.



## A New Home

After being situated on level five of the Ned Hanlon Building RBWH for many years in a location that was less visible to our consumers, space became available on level one of the hospital, in a much more prominent location. Consultations subsequently happened in earnest, with our Indigenous staff leading the discussions with community members, patients and their carers. Finally, consensus was reached on the best function and design, and plans were drawn up for a dedicated Indigenous Hospital Liaison Service office and consumer space. Following renovations at the start of 2019, the new office was opened in May 2019.

*Above: RBWH, Historical Building ~ approx 1967.*

*Right: RBWH, Present Day.*





# The Reconciliation Working Group

**Mark Cruickshank**

Acting Executive Director  
Allied Health Professions (Co-Chair)

**Geoff Binge**

Cultural Capability Officer  
Cultural Capability Services (Co-Chair)

**Julie Freeman**

Food Service Officer  
Food and Retail Services

**Julie Dent**

Clinical Nurse Consultant  
Renal Care Coordinator

**Maureen Lessmann**

Manager  
Administration Services

**Patricia Kennedy**

Team Leader  
Indigenous Hospital Liaison Service

**Amanda Murphy**

Clinical Nurse Consultant  
Improving Outpatient Access

**Karen Adcock**

Clinical Nurse Consultant  
Quality Innovation and Patient Safety Service

**Reneigh Ebdon**

Endorsed Enrolled Nurse  
Ward 9BS

**Ana Monisse**

Recreation Officer  
Geriatric Evaluation Management Unit

**Bernadette Bird**

Indigenous Hospital Liaison Officer  
Indigenous Hospital Liaison Service

**Danielle Heffernan**

Assistant Nursing Director  
Internal Medicine Services

**Jennifer Strong**

Research Coordinator  
Occupational Therapy Services

**Laura Foran**

Registered Nurse  
Emergency Department

**Linda Myers**

Midwife  
Women's Health Division

**Marian Donaldson**

Food Services Supervisor  
Food and Retail Services

**Marianne Nahuysen**

Clinical Nurse Consultant  
Quality, Innovation and Patient Safety Service

**Yashni Kander**

Nurse Navigator  
Patient Flow Services

**Erin Cameron**

Business Practice Improvement Officer  
Outpatient Strategies

**Sally Robertson**

Registered Nurse  
Metro North Public Health Unit

**Narelle Fisher**

Registered Nurse

**Sandi Smith**

Senior Administration Officer  
Biala Alcohol and Drug Service

**Ronald Agie**

Indigenous Hospital Liaison Officer  
Indigenous Hospital Liaison Service

## Abbreviations

<b>RWG:</b>	Reconciliation Working Group	<b>ED AHP:</b>	Executive Director Allied Health Professions (RBWH)
<b>CCO:</b>	Cultural Capability Officer	<b>NN:</b>	Nurse Navigator Aboriginal and Torres Strait Islander Health
<b>PCA:</b>	Principle Communications Advisor	<b>Manager HR:</b>	Manager Human Resources (RBWH)
<b>Chair CTGC:</b>	Closing the Gap Committee	<b>FSM:</b>	Facility Services Manager (RBWH)
<b>ED RBWH:</b>	Executive Director RBWH	<b>TL IHLS:</b>	Team Leader Indigenous Hospital Liaison Service
<b>SIS CE CNC:</b>	Safety and Implementation Service, Consumer Engagement, Clinical Nurse Consultant		

*This symbol  
for women is  
coloured with  
red to represent  
the nurses from early  
times with their red capes.*







# Relationships

A reciprocal relationship is one where parties place equal value on the partnership, which is underpinned by a trusting and mutual understanding and where both parties celebrate and practice appreciation of cultural differences.

RBWH is committed to taking the time to engage and listen to Aboriginal and Torres Strait Islander peoples and communities. We seek to understand and learn of the challenges from the Aboriginal and Torres Strait Islander communities and together, develop and implement pioneering, innovative resolutions. We will build on existing relationships to allow us to develop and nurture close partnerships to ensure our partner designed services respond in a culturally appropriate and equitable manner.

Action	Deliverable	Timeline	Responsibility
1: Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	• Develop and implement a strategy to communicate our RAP to all internal and external stakeholders and update annually	Aug 2022	RWG Chair
	• Determine a Champion network that will assist to drive RAP initiatives and achieve targets across the organisation	Aug 2022	CCO
	• Promote reconciliation through ongoing active engagement with internal and external stakeholders	Oct 2022 Oct 2023	CCO
	• Publish and promote the RAP on the RBWH website and intranet	Aug 2022	PCA
	• Post our RAP on the Reconciliation Australia website	Aug 2022	CCO
	• Communicate our commitment to reconciliation publicly	Jul 2022	CCO
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	Jun 2023	CCO
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	Sep 2022	CCO
2: Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	• Organise one or more internal RBWH NRW event/s each year	May 2022 May 2023	CCO
	• Register our NRW event via Reconciliation Australia's NRW website	May 2022 May 2023	CCO
	• Encourage and support all staff to participate in internal and external events to recognise and celebrate NRW	May 2022 May 2023	CCO
	• Invite Aboriginal and Torres Strait Islander staff and community members to share their reconciliation experiences and stories, e.g. Elders and Traditional Owners	May 2022 May 2023	ED RBWH
	• Promote and circulate NRW events and resources to our staff	May 2022 May 2023	PCA
	• RAP Working Group members to participate in an external NRW event	May 2022	CCO



Action	Deliverable	Timeline	Responsibility
3: Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander external stakeholders and organisations</li> </ul>	Dec 2022	Chair CTGC
	<ul style="list-style-type: none"> <li>Establish the RBWH Advisory Listening Circle to identify health challenges faced by our community and seek guidance to improve service delivery</li> </ul>	Dec 2022	CCO
	<ul style="list-style-type: none"> <li>Promote the availability of the Aboriginal and Torres Strait Islander support services at RBWH among the Aboriginal and Torres Strait Islander community and RBWH staff</li> </ul>	Jul 2022	TL IHLS
	<ul style="list-style-type: none"> <li>Strengthen relationships with rural and remote Nurse Navigators, IPJOs, IHLO teams, through the establishment of a network to facilitate smooth supportive transition of patients to RBWH</li> </ul>	Jun 2022	NN
	<ul style="list-style-type: none"> <li>Hold one state-wide Nurse Navigators, IPJO, IHLO networking seminar per calendar year, to share learnings and further strengthen the collective commitment to improving the patient experience</li> </ul>	Nov 2022 Nov 2023	NN
	<ul style="list-style-type: none"> <li>Review current Indigenous Hospital Liaison Officer, Team Leader and Cultural Capability Officer roles and the associated models of care, to ensure service delivery accurately reflects the facility remit and meets the needs of our patients and the community</li> </ul>	Jul 2022	ED AHP
	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement</li> </ul>	Sep 2022 Sep 2023	CCO
4: Provide opportunities for staff to engage in Aboriginal and/or Torres Strait Islander cultural events	<ul style="list-style-type: none"> <li>Establish a yearly cultural events calendar to highlight key dates within the Aboriginal and Torres Strait Islander Calendar</li> </ul>	Jan 2023 Jan 2024	CCO
	<ul style="list-style-type: none"> <li>Erect a “what’s happening” board in front of the IHLO service office to inform all staff and patients of upcoming events, key dates of importance and celebrations</li> </ul>	Aug 2022	CCO
	<ul style="list-style-type: none"> <li>Include Aboriginal and Torres Strait Islander elements within staff wellbeing initiatives e.g., Aboriginal and Torres Strait Islander food truck on food truck Friday</li> </ul>	Dec 2022	CCO

Action	Deliverable	Timeline	Responsibility
5. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs</li> </ul>	Aug 2023	Manager HR
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation</li> </ul>	Aug 2023	CCO
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy</li> </ul>	Oct 2022	CCO
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism</li> </ul>	Oct 2022 Oct 2023	CCO
	<ul style="list-style-type: none"> <li>Promote positive Aboriginal and Torres Strait Islander equality and race relations through anti-discrimination strategies</li> </ul>	Oct 2023	CCO



*Coolamon shape represents women and women's health. Coolamon is a carrying vessel used by women.*





# Respect

We commit to treating all patients of RBWH with care and compassion while we undertake to heal and nurture.

We are conscious to ensure cultural sensitivity in the delivery of care and recognise the importance of our ongoing journey as we continue to further understand, admire, and respect the cultural perspectives of Aboriginal and Torres Strait Islander peoples.

We value the trust and confidence Aboriginal and Torres Strait Islander communities place in us.

We will continue to monitor and enhance our health services to ensure we remain alert and committed to providing culturally safe health services.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning	• Develop and implement specific cultural awareness training for staff working in specialty areas	Jul 2022	CCO
	• Provide Cultural Awareness Training for the Executive Leadership Team, Managers, Consumer Advisory Group, Closing the Gap Committee members, Reconciliation Action Plan Working Group members and RAP Champions	Nov 2022	CCO
	• Utilise the RBWH Advisory Listening Circle to invite Elders and community members to share details of historical and contemporary health issues, cultural customs and practices and significant events to shape the service improvement agenda	May 2022 May 2023	Chair CTGC
	• Provide opportunities for RBWH staff to participate in cultural immersion projects	Nov 2022 Nov 2023	Chair CTGC
	• Utilise a Train the Trainer model to enable Aboriginal and Torres Strait Islander Liaison staff to present the Cultural Awareness training	Aug 2022	TL IHLS
	• Contribute to the MN electronic Aboriginal and Torres Strait Islander QHEPS site, which encourages staff access to a collection of cultural resources and journals and references to Aboriginal and Torres Strait Islander health	Nov 2022	PCA
	• Facilitate Aboriginal and Torres Strait Islander cultural information sessions on traditional remedies and medicines, for clinical staff	Aug 2022	CCO
	• Deliver education to all Administration staff on the importance of correctly identifying and recording Indigenous patient identification status.	Dec 2022	CCO
	• Conduct a review of cultural learning needs within our organisation	Aug 2023	CCO
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy	Aug 2023	CCO
	• Develop, implement and communicate a cultural learning strategy for staff	Aug 2023	CCO



Action	Deliverable	Timeline	Responsibility
2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, including, Welcome to Country and Acknowledgment of Country, to ensure there is a shared and authentic meaning	<ul style="list-style-type: none"> <li>Encourage all staff to include an Acknowledgment of Country at the commencement of significant internal and external meetings as supported in RBWH Protocols</li> </ul>	Jul 2022	Chair CTGC
	<ul style="list-style-type: none"> <li>Display the RBWH Statement of intent at the main entrance to RBWH</li> </ul>	Dec 2022	Chair CTGC
	<ul style="list-style-type: none"> <li>Display Acknowledgment of Country at the entry to key buildings across the campus e.g. RBWH Education Centre</li> </ul>	Dec 2022	CCO
	<ul style="list-style-type: none"> <li>Develop a list of Traditional Owners who can offer and deliver a Welcome to Country</li> </ul>	Dec 2022	CCO
	<ul style="list-style-type: none"> <li>Invite a Traditional Owner to provide a Welcome to Country at significant events on the RBWH calendar</li> </ul>	May 2022 May 2023	ED RBWH
	<ul style="list-style-type: none"> <li>Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols</li> </ul>	Apr 2023	CCO
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgment of Country</li> </ul>	Apr 2023	CCO
	<ul style="list-style-type: none"> <li>Commission and display an art piece that depicts RBWH Aboriginal and Torres Strait Islander country</li> </ul>	May 2022 May 2023	Chair CTGC
	<ul style="list-style-type: none"> <li>Investigate renaming RBWH meeting rooms and other facilities with traditional Aboriginal names in consultation with local Traditional Owners</li> </ul>	Jun 2023	Chair CTGC
	<ul style="list-style-type: none"> <li>Display the Aboriginal, Torres Strait Islander and Australian flags at the main entry to the hospital</li> </ul>	Jun 2023	Chair CTGC
	<ul style="list-style-type: none"> <li>Display the Aboriginal, Torres Strait Islander and Australian flags and Acknowledgment of Country poster at all reception points across the facility</li> </ul>	Jun 2023	Chair CTGC
3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week and other significant cultural events	<ul style="list-style-type: none"> <li>Encourage all staff to participate in NAIDOC Week celebrations</li> </ul>	May 2022 May 2023	Chair CTGC
	<ul style="list-style-type: none"> <li>Establish a NAIDOC Week Committee to plan and stage internal NAIDOC Week events</li> </ul>	Jan 2023 Jan 2024	Chair CTGC
	<ul style="list-style-type: none"> <li>Invite Elders and members of the RBWH Advisory Listening Circle to annual RBWH NAIDOC Week celebrations and other significant cultural events</li> </ul>	Jul 2022 Jul 2023	Chair CTGC
	<ul style="list-style-type: none"> <li>Ensure RBWH presence and participation at the MN NAIDOC health promotion event</li> </ul>	Jul 2022 Jul 2023	Chair CTGC

Action	Deliverable	Timeline	Responsibility
4. Build an environment of Cultural Safety at RBWH that demonstrates respect and appreciation of Aboriginal and Torres Strait Islander cultures and peoples	<ul style="list-style-type: none"> <li>Promote and facilitate the virtual care model amongst Aboriginal and Torres Strait Islander patients and communities at regional and remote locations</li> </ul>	Dec 2022	Chair CTGC
	<ul style="list-style-type: none"> <li>Investigate opportunities to incorporate Aboriginal and Torres Strait Islander design across the RBWH campus e.g., art pieces, foyer design, waiting room designs</li> </ul>	Jun 2023	Chair CTGC
	<ul style="list-style-type: none"> <li>Include Aboriginal and Torres Strait Islander arts within the staff wellness calendar of events, including playing traditional music through the public address system in the foyer of the main hospital</li> </ul>	Dec 2022	CCO
	<ul style="list-style-type: none"> <li>Recognise and promote staff contributions to Reconciliation through the RBWH Reconciliation Awards</li> </ul>	May 2022 May 2023	Chair CTGC
	<ul style="list-style-type: none"> <li>Explore the opportunity to recognise research leading to improving the health outcomes for Aboriginal and Torres Strait Islander peoples through a designated RBWH Research Award</li> </ul>	Oct 2022 Oct 2023	Chair CTGC
	<ul style="list-style-type: none"> <li>Promote cultural safety awareness amongst all staff</li> </ul>	Nov 2022	CCO
	<ul style="list-style-type: none"> <li>Create a Spiritual Healing and Gathering Place for patients and their families, visitors, community members and all staff</li> </ul>	Jun 2023	CCO, CTGC
	<ul style="list-style-type: none"> <li>Display artwork at entries and waiting areas to build confidence and Cultural Safety among patients, families and visitors</li> </ul>	Jun 2023	Chair CTGC
	<ul style="list-style-type: none"> <li>Develop a process to guide the application of artwork on uniforms and details the staff commitment and promote the significance of the artwork</li> </ul>	Aug 2022	CCO
	<ul style="list-style-type: none"> <li>Develop models of care that will provide patient centered support to improve attendance at appointments and completion of treatment</li> </ul>	Jun 2023	TL IHLS





# Opportunities

RBWH will continue to foster the benefits deriving from the diversity of perspectives in our multicultural workforce and become an employer of choice for Aboriginal and Torres Strait Islander peoples. By enhancing employment and development opportunities for Aboriginal and Torres Strait Islander peoples and increasing engagement with Aboriginal and Torres Strait Islander businesses, organisations, groups, and individuals, we contribute to improving health, economic and social outcomes for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<ul style="list-style-type: none"> <li>Ensure current identified Aboriginal and Torres Strait Islander staff positions have access to professional development opportunities that build additional cultural capability</li> </ul>	Dec 2022	ED AHP
	<ul style="list-style-type: none"> <li>In addition to usual processes, advertise identified Aboriginal and Torres Strait Islander staff positions via exclusive Aboriginal and Torres Strait Islander media and, include key wording in job advertisements e.g. 'Aboriginal and Torres Strait Islander people are encouraged to apply'</li> </ul>	Jun 2022	Manager HR
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed to 3% of our overall workforce</li> </ul>	Jun 2023	ED RBWH
	<ul style="list-style-type: none"> <li>Provide opportunities and support Aboriginal and Torres Strait Islander staff to participate in our Staff Mentoring Project</li> </ul>	Mar 2023	CCO
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy</li> </ul>	Mar 2023	Manager HR
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace</li> </ul>	Mar 2023	Manager HR
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities</li> </ul>	Sept 2022	Manager HR
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy</li> </ul>	Mar 2023	Manager HR
2. Develop and implement an Aboriginal and Torres Strait Islander staff, student and graduate pathway to higher education and employment at RBWH	<ul style="list-style-type: none"> <li>Participate in the Metro North 'Deadly Start' Aboriginal and Torres Strait Islander staff pathway to higher education and employment for school students, trainees and pre-entry university students</li> </ul>	May 2022 May 2023	Manager HR
	<ul style="list-style-type: none"> <li>Investigate and progress internship program possibilities for Aboriginal and Torres Strait Islander medical and non-medical students</li> </ul>	Jun 2022 Jun 2023	Manager HR
	<ul style="list-style-type: none"> <li>Develop professional relationships with tertiary education providers to promote professional learning opportunities for Aboriginal and Torres Strait Islander medical students</li> </ul>	Jun 2022 Jun 2023	Manager HR



Action	Deliverable	Timeline	Responsibility
3. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	<ul style="list-style-type: none"> <li>Review and update procurement procedures to identify and eliminate barriers to Aboriginal and Torres Strait Islander businesses to supply goods and services</li> </ul>	Jan 2023	FSM
	<ul style="list-style-type: none"> <li>Develop one commercial relationship with Aboriginal and Torres Strait Islander businesses in keeping with QH policy</li> </ul>	Jan 2023 Jan 2024	FSM
	<ul style="list-style-type: none"> <li>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services</li> </ul>	Jan 2023	FSM
	<ul style="list-style-type: none"> <li>Engage Aboriginal and Torres Strait Islander owned and operated businesses for purchase of good and services in line with QH procurement rules</li> </ul>	Jan 2023	FSM
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership</li> </ul>	Sep 2022	FSM
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy</li> </ul>	Jun 2023	FSM
4. Establish opportunities to increase Aboriginal and Torres Strait Islander participation in relevant committees and co-design projects	<ul style="list-style-type: none"> <li>Develop an Aboriginal and Torres Strait Islander consumer engagement plan and demonstrate membership in relevant committees and projects</li> </ul>	Jul 2022	SIS CE CNC
	<ul style="list-style-type: none"> <li>Utilise the RBWH Advisory Listening Circle, to identify Aboriginal and Torres Strait Islander consumers to participate in committees and projects</li> </ul>	Aug 2022	CCO
5. Engage staff who identify as Aboriginal and/or Torres Strait Islander peoples within RBWH, to enable a broader engagement in opportunities for workplace and employment improvements	<ul style="list-style-type: none"> <li>Hold six monthly “Meet the CCO” in partnership with the established “Brief the Boss” sessions to encourage identified staff to connect across RBWH</li> </ul>	Jul 2022	ED RBWH
	<ul style="list-style-type: none"> <li>Encourage Aboriginal and/or Torres Strait Islander staff to become members of an RBWH staff network</li> </ul>	Aug 2022	CCO



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# Governance, Tracking Progress and Reporting

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Action	Deliverable	Timeline	Responsibility
1. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	Sep 2022 Sep 2023	Chair CTGC
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2022	Chair CTGC
	• Report RAP progress to all staff and Executive Leadership Team quarterly	Apr 2022, Jun 2022 Sep 2022, Dec 2022	Chair CTGC
	• Publicly report our RAP achievements, challenges and learnings, annually	Apr 2023 Apr 2024	Chair CTGC
	• Track progress of RAP through the RBWH Closing the Gap Committee and RBWH Executive Committee	Jun 2022 Jun 2023	CCO
2. Establish and maintain an effective RWG to drive governance of the RAP	• Maintain Aboriginal and Torres Strait Islander representation on the RWG	Apr 2022	RWG Chair
	• Engage and identify both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff from all service lines of RBWH who wish to contribute to the design of the RAP, embracing all as valued members	Apr 2022	RWG Chair
	• Establish and apply Terms of Reference for the RBWH RWG	Apr 2022	RWG Chair
	• RWG will meet monthly during development stage and then quarterly through implementation to monitor and report on the RAP progress	Apr 2022, Apr 2023 Jun 2022, Jun 2023 Sep 2022, Sep 2023 Dec 2022, Dec 2023	RWG Chair
3. Provide appropriate support for effective implementation of RAP commitments and deliverables	• Define resource needs for RAP implementation	May 2022	RWG Chair
	• Engage our senior leaders and other staff in the delivery of RAP commitments	Apr 2022	RWG Chair
	• Define and maintain appropriate systems to track, measure and report on RAP commitments	May 2022	RWG Chair
	• Appoint and maintain an internal RAP Champion from senior management	Apr 2022	RWG Chair
4. Continue our reconciliation journey by developing our next RAP	• Register via Reconciliation Australia's website to begin developing our next RAP	Nov 2023	Chair CTGC

# OUR PLACE OF HEALING

BY ELAINE CHAMBERS—HEGARTY

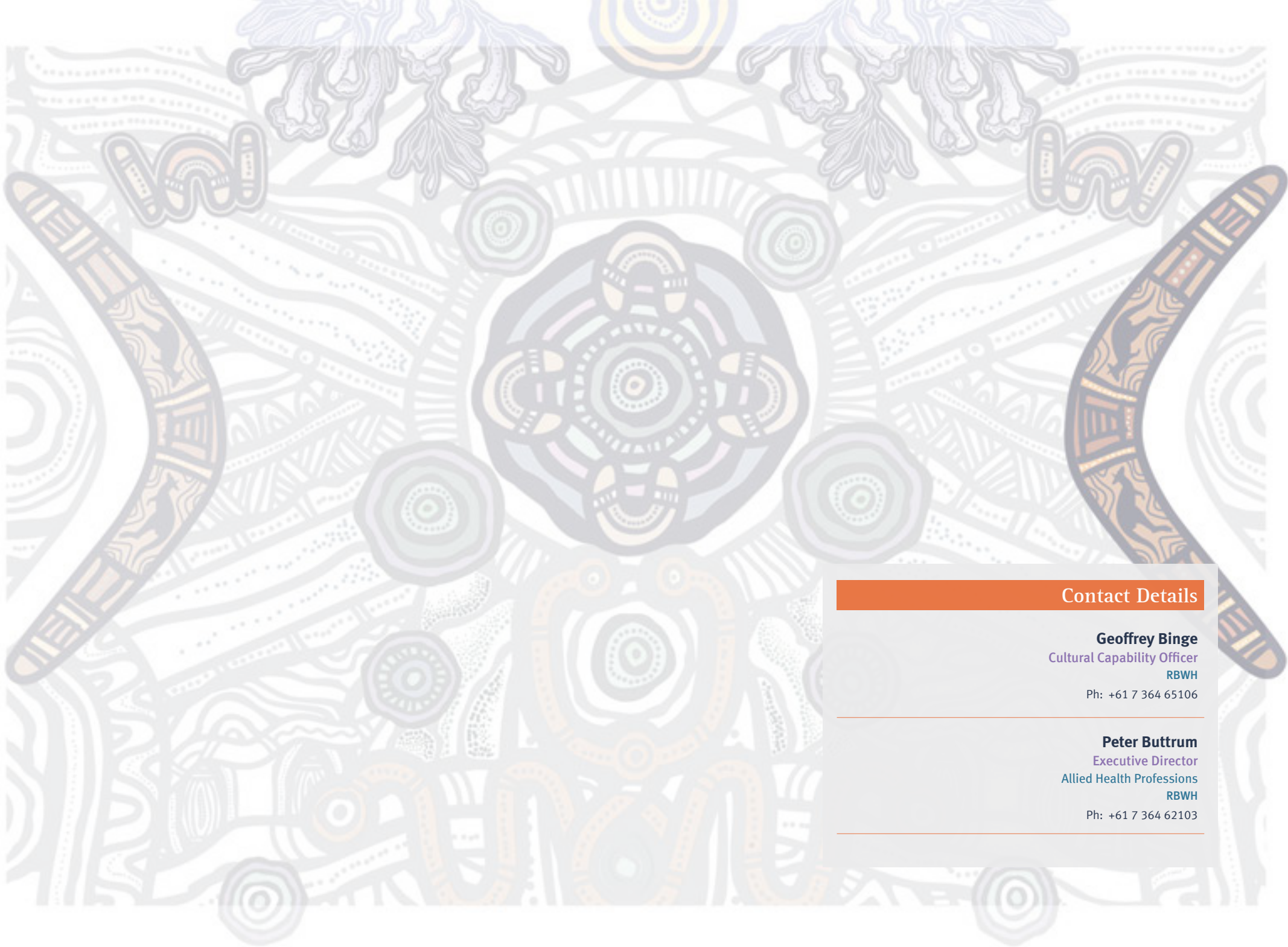


## *About our Artwork*

The central area represents the Royal Brisbane and Women's Hospital – this is centred and is the main meeting place. The top yellow ochre tones show the sun rising over the hospital, with the pale purple colours of the Jacaranda flowers hanging down. Those pale purple colours are also on the bottom of the artwork to represent the flowers that have fallen. The purple colours are commonly used to represent women's health along with the pink in the centre gathering circle.

The women's symbols up the top have red added to the shapes to represent the women who worked at the hospital many years ago, who were recognised by their red capes. Dots and wavy lines down the side areas represent the ongoing developments in health whilst the boomerangs are there to represent the aboriginal people who lived in the area before they were pushed to outer suburbs from development. As boomerangs come back they also symbolise the return to the area, because the Hospital hosts greater learning for those studying health. Greens are for the vegetation and growth, whilst the blues represent waterways as well as the urban build up heading towards the hospital. You will notice the X cross that runs across the artwork in the blue area, this represents the helicopter wings, as this is often crucial transport for emergencies in remote areas. The wavy lines represent the fierce winds of the area during certain seasons. The circles represent tribes that gathered in the area for ceremonial dance, with the image of snakes dancing in the shape of a stethoscope.





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