



Reconciliation Action Plan

September 2022 – March 2024





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Cover artwork – acrylic on canvas by Allan Shillingsworth

Allan is a Murrawarri man from Northwest NSW. Allan was born in Goodooga, relocating to Dubbo – Wiradjuri Country as a teenager. Allan developed his love of art through his mother and grandmother, both proud Murrawarri women. Allan has been drawing and painting all his life, however his passion for Aboriginal Art was kick started in 1995 after attending an art course that helped him set out his artwork and hone his skills in using a paint brush. His teacher instilled in him the importance of storytelling through his artworks and that continues today. “I love doing artworks to tell stories of my family, my people and my culture.”



From the CEO of Catholic Healthcare

As a provider of aged care services in New South Wales and Queensland, Catholic Healthcare is committed to taking action to advance reconciliation with Aboriginal and Torres Strait Islander peoples, both in the communities we serve and within our own workforce.

This 'Reflect' Reconciliation Action Plan is an important first step in the process. It is one that is strongly endorsed by the Board and Leadership Team, and across all areas of the organisation including Residential Care, Home and Community Services, Retirement Living and Healthcare.

Together, we all recognise that it's time to make a positive difference in the way we work with Aboriginal and Torres Strait Islander peoples. We look forward to partnering with Reconciliation Australia over the coming years to create meaningful change at Catholic Healthcare.

Karen Borg,
Chief Executive Officer





From the CEO of Reconciliation Australia

Reconciliation Australia welcomes Catholic Healthcare to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Catholic Healthcare joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Catholic Healthcare to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Catholic Healthcare, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer





Our Business

Catholic Healthcare was established in 1994 by the Bishops of NSW and the Australian Capital Territory as a response to changing needs in the provision of health, aged and community services.

As a not-for-profit, Catholic Healthcare has 28 years of experience in providing care for elderly and vulnerable people with services that range from residential, home and community care. CHL employs approximately 4,500 staff and has 1,050 volunteers. Currently we have no data on any Aboriginal and/or Torres Strait Islander people employed by Catholic Healthcare.

Our services are based predominantly in Sydney and spread into rural and regional NSW and also in the Southwest tip of Queensland. Please see the locations below:

Residential Aged Care		Home & Community Services		Retirement Living
Batehaven	Lewisham	Blacktown	Maroubra	Berkeley
Bathurst	Matraville	Bondi	Mona Vale	Blacktown
Berkeley	Mayfield West	Brisbane	Mudgee	Croydon
Blacktown	Mona Vale	Casula	Newcastle	Forbes
Casula	Mullumbimby	Coffs Harbour	North Shore	Kemps Creek
Coffs Harbour	New Lambton	Cronulla	Orange	Lane Cove North
Croydon	Northbridge	Dubbo	Parramatta	Mona Vale
Dubbo	Norwest	Gold Coast	Penrith	Orange
East Sydney	Orange	Gosford	Strathfield	Springwood
Eastern Heights	Randwick	Hornsby	Sydney	Towradgi
Forbes	Revesby	Hurstville	Wagga Wagga	Wagga Wagga
Fortitude Valley	South Hurstville	Ipswich	Wentworth Falls	Wahroonga
Grafton	Surry Hills	Lane Cove	Wollongong	
Hamlyn Terrace	Tumut	Liverpool	Young	
Hunters Hill	Unanderra	Manly		
Kemps Creek	Wagga Wagga			
Kirrawee	Wahroonga	(Key locations)		
Kogarah	Wentworth Falls			
Lane Cove North				



Our RAP

Catholic Healthcare seeks to strengthen and build relationships with Aboriginal and Torres Strait Islander peoples through the development of a specific Catholic Healthcare Reconciliation Action Plan. This plan complements our policy on Cultural Safety, Diversity and Inclusion and will be led by the Mission Manager*, acting as both RAP Champion and inaugural Chair of the RAP Working Group.

In 2011, the Home and Community Services division, then called Catholic Community Services, developed a Reconciliation Action Plan (RAP). A RAP Working Group developed improved employee education, practices and protocols for recognition and acknowledgement of Aboriginal and Torres Strait Islander peoples, both as clients receiving services and as employees seeking training and employment.

The first RAP was launched at the Catholic Community Services Katoomba site in 2012. The initiatives of those plans enhanced employee knowledge, provided good practice guidelines for staff to implement into their everyday practice and facilitated increased employment of Aboriginal and Torres Strait Islander peoples within Community Services. Networks were developed between First Nations groups and partnerships were enhanced over those years.

Following a period of organisational change, Catholic Healthcare now seeks to re-engage with Reconciliation Australia, providing this Reflect RAP document as a foundation. We are committed to build and develop Respect, Relationships and Opportunities for Aboriginal and Torres Strait Islander peoples within the aged care sector, providing support to the community in which we work and through residential aged care home.

We look forward to renewing this journey with enthusiasm and commitment by implementing this Catholic Healthcare Reflect RAP.

Our Partnerships

Presently Catholic Healthcare seeks to build networks to provide services and opportunities in partnership with Aboriginal and Torres Strait Islander peoples.

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About Catholic Healthcare

Catholic Healthcare is a trusted, leading not-for-profit provider of residential aged care, home care, retirement living and healthcare in NSW and Southeast Queensland. We have a strong and proud history of providing care and support to people of all faiths, backgrounds, and ethnicities, for more than 28 years. We are passionate about enriching our clients lives and offer services to nurture the body, mind, and spirit.

Our person-centred, holistic approach focuses on client wellbeing with a continuum of care that is tailored, flexible and covers every stage of life's journey. Catholic Healthcare operates 42 Residential Aged Care homes serving more than 2600 residents, 12 Retirement Living communities that are home to more than 550 independent seniors and two healthcare services, as well as providing Home and Community Services to more than 5500 clients.

OUR MISSION

Catholic Healthcare promotes the dignity, life and spirituality of older people through inclusive and connected communities.

Our service to Australia's ageing community reflects the love and compassion defined by Jesus in the story of the Good Samaritan. We uphold the intrinsic dignity of all those we serve by focusing on holistic, person-centred care that fosters living life to the full. This mission continues the tradition of providing care and support to all faiths, backgrounds, and ethnicities.

OUR VALUES

The values of our organisation – **Courage, Compassion & Integrity** – are reflected in the behaviour of our staff, our model of care and attitudes.

Relationships



Catholic Healthcare understands that relationships underpin the heart of reconciliation between non-Indigenous and Aboriginal and Torres Strait Islander peoples. That it takes time to develop strong and meaningful relationships built on trust and respect that are free of racism or bias.

Action	Deliverable	Timeline	Responsible
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	Feb 2023	Chair RAPWG with RAPWG
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	Chair RAPWG with RAPWG
	• Identify and build a map of Catholic Healthcare's Aboriginal and Torres Strait Islander community partners and peak bodies	Dec 2022	Chair RAPWG with RAPWG
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliations Australia's NRW resources and reconciliation materials to our staff.	May 2023	Chair RAPWG with RAPWG
	• RAP Working Group members to participate in an external NRW event	Jun 2023	Chair RAPWG with RAPWG
	• Encourage and support staff and senior leaders to participate in at least one external event to recognize and celebrate NRW	Jun 2023	Chair RAPWG with RAPWG
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff via the CEO's podcast.	Sep 2022	Chair RAPWG with RAPWG
	• Identify external stakeholders that our organization can engage with on our reconciliation journey	Feb 2023	Chair RAPWG with RAPWG
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	Feb 2023	Chair RAPWG with RAPWG
	• Develop a plan to raise awareness across the organisation about the RAP commitment, particularly with key internal stakeholders e.g., General Managers, Business Managers and Regional Managers	Sep 2022	Chair RAPWG with RAPWG
	• Identify Catholic Healthcare champions across different departments of Catholic Healthcare to promote and implement the RAP	From Sep 2022 Review Sep 2023	Chair RAPWG with RAPWG
	• Develop a RAP Hub on Internal Website with all Resources: Education, Events, Templates	From Sep 2022 Review Sep 2023	Chair RAPWG with RAPWG
	• Invite Aboriginal and Torres Strait Islander Guest speakers to NAIDOC Week, NRW	Jun, Jul 2023	Chair RAPWG with RAPWG
	• Promote understanding, value and recognition of Aboriginal and Torres Strait Islander peoples and cultures through RAC & HCS Day Centre activity calendars and lifestyle programs	From Sep 2022. Review Sep 2023	Chair RAPWG with RAPWG
	• Launch RAP at Catholic Healthcare Inspire Conference	Sep 2022	Chair RAPWG with RAPWG
	• Publish a website RAP Statement	Sep 2022	Chair RAPWG with RAPWG
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination	May 2023	Lead: HR Manager Support: RAPWG
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	Feb 2023	Chair RAPWG with RAPWG

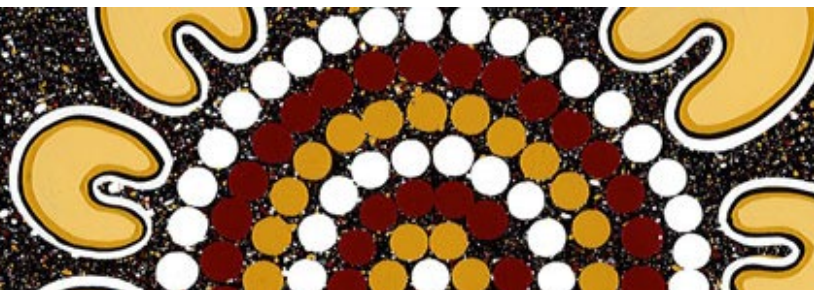
Respect



Catholic Healthcare will work to build an organisational culture that embeds respect across services and workplace practice to support better understanding of Aboriginal and Torres Strait Islander peoples, their histories, and connection to land and waterways.

Action	Deliverable	Timeline	Responsible
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organization 	Feb 2023	<i>Chair RAPWG with RAPWG</i>
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation 	Feb 2023	<i>Lead: Learning & Development Manager Support: RAPWG</i>
	<ul style="list-style-type: none"> Investigate resources to deliver education about Aboriginal and Torres Strait Islander histories and cultures. 	May 2023	<i>Lead: Learning & Development Manager Support: RAPWG</i>
	<ul style="list-style-type: none"> Identify and promote formal and informal cultural learning opportunities and/or conversations for Staff as opportunities arise. 	Sep 2022 & ongoing. Review Sep 2023	<i>Lead: Learning & Development Manager Support: RAPWG</i>
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area 	Apr 2023	<i>Lead: HR Manager Support: RAPWG</i>
	<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 	Sep 2022	<i>Chair RAPWG with RAPWG</i>
	<ul style="list-style-type: none"> Raise awareness of local Aboriginal and Torres Strait Islander lands on Catholic Healthcare website 	Oct 2022	<i>Lead: HR Manager Support: IT Team</i>
	<ul style="list-style-type: none"> All Catholic Healthcare services display signs of welcome and acknowledge the land upon which the service is located 	Sep 2023	<i>Lead: Property Team Manager Support: Property Team</i>
	<ul style="list-style-type: none"> Provide and support staff to utilise an Acknowledgement within the organisation's email signature 	Dec 2022	<i>Lead: HR Manager Support: IT Team</i>
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week 	Jul 2023	<i>Chair RAPWG with RAPWG</i>
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area and gain knowledge and understanding of calendars of local celebrations i.e. NAIDOC celebrated at different times in regional NSW 	June 2023	<i>Chair RAPWG with RAPWG</i>
	<ul style="list-style-type: none"> RAP Working Group participate in community NAIDOC Week event, or hold an internal event (1st Sunday and 2nd Sunday in July each year) 	Jul 2023	<i>Chair RAPWG with RAPWG</i>
8. Build culturally safe and respectful environments for our Aboriginal and Torres Strait Islander aged care residents.	<ul style="list-style-type: none"> Investigate new ways for Residential Aged Care Home to show culturally sensitive areas for Aboriginal and Torres Strait Islander peoples e.g. garden features for conversations 	From Oct 2023	<i>Lead: Property Team Manager Support: Property Team</i>

Opportunities



Catholic Healthcare will strengthen our engagement with Aboriginal and Torres Strait Islander peoples to create opportunities for further employment, health, and cultural development.

Action	Deliverable	Timeline	Responsible
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organization 	Mar 2023	<i>Chair RAPWG with RAPWG</i>
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities 	Mar 2023	<i>Lead: HR Manager Support: RAPWG</i>
	<ul style="list-style-type: none"> Ensure our employment advertisement utilise inclusive and respectful language that encourage Aboriginal and Torres Strait Islander peoples to apply 	Sep 2022	<i>Lead: HR Manager Support: RAPWG</i>
	<ul style="list-style-type: none"> Investigate networks with other providers to promote employment of Aboriginal and Torres Strait Islander peoples 	From Mar 2023	<i>Chair RAPWG with RAPWG</i>
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses 	Sep 2023	<i>Lead: Chair RAPWG Support: Procurement Team</i>
	<ul style="list-style-type: none"> Investigate Supply Nation membership 	Oct 2023	<i>Lead: Chair RAPWG Support: Procurement Team</i>

Governance



Action	Deliverable	Timeline	Responsible
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a Terms of Reference for the RAPWG 	Nov 2022	<i>Lead: Mission Manager</i> <i>Support: RAPWG</i>
	<ul style="list-style-type: none"> Form a RAP Working Group (RAPWG) to govern RAP implementation 	Sep 2022	<i>Lead: Mission Manager</i> <i>Support: RAPWG</i>
	<ul style="list-style-type: none"> Invite and establish Aboriginal and Torres Strait Islander representation on the RAPWG 	From Sep 2022 Review Sep 2023	<i>Lead: Mission Manager</i> <i>Support: RAPWG</i>
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation 	Sep 2022	<i>Lead: Mission Manager</i> <i>Support: RAPWG</i>
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments including our Leadership Team and Board Members 	Sep 2022 Review Sep 2023	<i>Lead: Mission Manager</i> <i>Support: RAPWG</i>
	<ul style="list-style-type: none"> Maintain a senior leader to champion our RAP internally 	Mar 2023	<i>Lead: Mission Manager</i> <i>Support: RAPWG</i>
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments 	Jul 2023	<i>Lead: Mission Manager</i> <i>Support: RAPWG</i>
	<ul style="list-style-type: none"> Present Catholic Healthcare (CHL) RAP to the CHL Leadership Team and departments for engagement on completion of RAP commitments 	Jan 2023	<i>Lead: Mission Manager</i> <i>Support: RAPWG</i>
	<ul style="list-style-type: none"> Create a RAP Reporting Tool 	Aug 2023	<i>Chair RAPWG with RAPWG</i>
	<ul style="list-style-type: none"> Ensure local managers complete Reporting Tool as created by RAPWG 	Aug 2023	<i>Chair RAPWG with RAPWG</i>
13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence 	June Annually	<i>Lead: Mission Manager</i> <i>Support: RAPWG</i>
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire 	1 Aug annually	<i>Chair RAPWG with RAPWG</i>
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to RA 	30 Sep annually	<i>Chair RAPWG with RAPWG</i>
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP 	Sep 2023	<i>Chair RAPWG with RAPWG</i>