



# Innovate Reconciliation Action Plan

May 2024 – May 2026





# Acknowledgement of Country

St John of God Health Care acknowledges and pays respect to the Traditional Custodians of Australian land. We offer our respect to Elders, past and present, and recognise their cultural heritage, beliefs and continuing connection to country. We express our gratitude that we share this land today. We also acknowledge the pain of history and commit to creating a path of healing. We hope and believe that we can move to a place of equity, justice, and partnership together.

## Artwork information

*Artwork name:* Derbal Yerrigan Belia Koort

*Artist biography:* Aunty Neta (Janetia) Knapp is an Aboriginal Elder and artist from Gnowangerup, a small town in the South West of Western Australia.

A qualified teacher, nurse and artist, Aunty Neta embodies resilience and the power of storytelling. She has dedicated her life to preserving and sharing her rich cultural heritage through her paintings and stories.

*Artwork description:* Belia Koort means "River Heart". This artwork depicting the Noongar six seasons also acknowledges our location at St John of God Mt Lawley Hospital next to the river and is also an expression of the life-giving elements that water brings – "healing, hope and a greater sense of dignity to those most in need" – Janetia Knapp

Reconciliation Australia commends St John of God Health Care on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. St John of God Health Care continues to be part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that St John of God Health Care will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to St John of God Health Care using the lens of reconciliation to better understand its core

business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for St John of God Health Care to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, St John of God Health Care will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of St John of God Health Care's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations St John of God Health Care on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





## Our vision for reconciliation

St John of God Health Care's Vision and Mission urges us to commit wholeheartedly to the work of reconciliation. Our Value of Respect permeates our whole attitude to health care and serves as a foundation for our reconciliation efforts which calls us to value the unique dignity of every person.

Through our Innovate RAP 2024 - 2026 we will demonstrate leadership in health and community care service provision and use our influence to recognise our shared responsibility in closing the gap in Aboriginal health care.

Through our journey of reconciliation, we will be inspired by cultural learning and truth telling to connect deeply with Aboriginal and Torres Strait Islander communities where our hospitals and services operate.

Through our reconciliation focus areas we will continue to celebrate First Nations peoples and cultures, grow our community partnerships, enhance and pursue progress within the areas of employment and the provision of culturally safe health and community care services that deliver improved outcomes for Aboriginal and Torres Strait Islander people.

## Group Chief Executive Officer, Bryan Pyne



I am proud to present our Innovate RAP for 2024 – 2026.

The purpose of our RAP is to outline St John of God Health Care's visible commitment to reconciliation and prioritise clear, measurable actions that aim to make a difference for Aboriginal and Torres Strait Islander peoples over the next two years and beyond.

### In this plan, we will:

- Continue to build on strong foundational elements from our previous plans
- Increase employment opportunities in a culturally safe workplace that promotes respect and celebrates diversity
- Build on our existing relationships
- Reach out to new partners
- Continue to promote understanding and cultural awareness
- Use our position to provide culturally sensitive health and community care for Aboriginal and Torres Strait Islander peoples, and influence and advocate for improved health care outcomes.

We recognise that the cultures across Australia and within St John of God Health Care are diverse and we need to be responsive to the needs of our local communities.

Growing up in the Wheatbelt of Western Australia alongside Aboriginal people in the community, I did not fully understand the injustices and inequities experienced by First Nations people or appreciate the strengths and resilience of Aboriginal and Torres Strait Islander peoples, cultures and communities. Over time, I have been on my own personal journey of learning and recognising the importance of acknowledging the truths of history, together with celebrating the richness of First Nations peoples and cultures. I encourage all of our caregivers to embrace the opportunity to positively impact St John of God Health Care's ongoing reconciliation journey, no matter how big or small.

Reconciliation is everyone's responsibility and we will continue to celebrate Aboriginal and Torres Strait Islander cultures and country, while contributing to real and meaningful change.

I'd like to thank everyone who has provided valuable input into the creation of this RAP. St John of God Health Care looks forward to demonstrating outcomes that makes reconciliation a reality in our communities.





## Our Ministry

St John of God Health Care is one of the largest Catholic providers of health care services in Australia. Established in Western Australia in 1895, St John of God Health Care is a not-for-profit private health care group and a ministry of the Catholic Church.

The organisation employs more than 17,000 employees known as 'caregivers' across Australia, New Zealand and the wider Asia Pacific region, and operates 27 facilities comprising more than 3,300 hospital beds in Western Australia, Victoria and New South Wales, as well as home nursing, disability services and social outreach programs. As of January 2024 we employ 54 Aboriginal and Torres Strait Islander caregivers and recognise providing greater employment opportunities for First Nations peoples as a priority focus area of this RAP.

## Our Vision

Our Vision is to be recognised for care that provides healing, hope and a greater sense of dignity, especially to those most in need.

## Our Mission

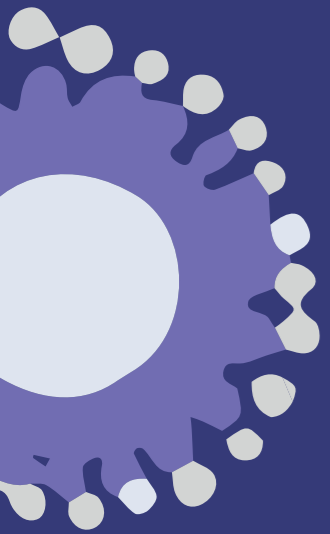
Our Mission is to continue the healing mission of Jesus.

## Our Values

Our core Values reflect our heritage and guide our behaviours:

- **Hospitality** – A welcoming openness, providing material and spiritual comfort to all.
- **Compassion** – Feeling with others and striving to understand their lives, experiences, discomfort and suffering, with a willingness to reach out in solidarity.
- **Respect** – Treasuring the unique dignity of every person and recognising the sacredness of all creation.
- **Justice** – A balanced and fair relationship with self, neighbour, all of creation and with God.
- **Excellence** – Striving for excellence in the care and services we provide.





## Our Reconciliation Action Plan

As we have reflected on our reconciliation journey to this point, we have engaged in rich conversation throughout the organisation and listened to Aboriginal and Torres Strait Islander communities, there is renewed energy and commitment by St John of God Health Care to this Innovate RAP.

The St John of God Health Care Board has endorsed this Innovate RAP as an expression of its commitment and support of the organisation's focussed effort towards deeper reconciliation.

The St John of God Health Care National RAP Working Group was established in 2021 as a deliverable of our previous RAPs. The group has maintained a membership of approximately 30 people and meets quarterly. The National RAP Working Group is Chaired by the Chief Mission Integration Officer and includes Aboriginal caregivers and community representatives such as state reconciliation bodies.

The governance structure of our Innovate RAP consists of the National RAP Working Group, comprising representatives from the hospitals and services' local reconciliation committees. The purpose of these local reconciliation committees is to ensure that relevant initiatives from the organisation's Innovate RAP are used to inform local RAP Implementation Plans for which the hospital/service takes accountability. The local reconciliation committees also meet at least four times per year. Each member of the local reconciliation committees and National RAP Working Group will serve as our organisational RAP Champions.

The Chief Mission Integration Officer is the executive sponsor of the St John of God Health Care RAP and together with the Group Chief Executive Officer is a key advocate and leader of reconciliation within the

organisation and a support to our committed Local Site RAP Champions.

### National RAP Working Group Membership

- Chief Mission Integration Officer (Executive Sponsor and Chair)
- Local Site RAP Champions (representing each SJGHC hospital and service)
- Aboriginal and Torres Strait Islander caregiver representatives
- Subject matter experts in specialty areas to support and resource RAP objectives:
  - Aboriginal Health and Liaison Services
  - Aboriginal Cultural Advisory Services including reconciliation peak body representatives
  - Patient Experience and Clinical Excellence
  - Procurement
  - Learning and Organisational Development
  - Occupational Health and Safety
  - Communications and Public Relations
  - Mission Integration

A key deliverable of this RAP is the refresh of our National RAP Working Group membership with the aim of appointing an Aboriginal Co-Chair and increasing representation of Aboriginal and Torres Strait Islander caregivers.

Inherent in the Vision of St John of God Health Care is a call to provide care that offers healing, hope and a greater sense of dignity especially to those most in need. As an expression of our Vision, Mission and Values, our community responsibility commitments enable St John of God Health Care to support funded initiatives to address unmet need for services and provide meaningful opportunities to support individuals and communities to flourish. Reconciliation is a priority area in our Community Responsibility Framework through which we; support internship placements and university scholarships for Aboriginal and Torres Strait Islander students, sponsor dedicated health care programs for First Nations people within our hospitals, fund partnerships with RAP peak bodies and local Aboriginal and Torres Strait Islander community agencies and contribute to the celebration of NAIDOC Week and National Reconciliation Week events in our communities.



Through our reconciliation efforts we have the capacity to address Closing the Gap targets by improving the health care outcomes of Aboriginal and Torres Strait Islander peoples. Particularly in our public hospital through the integration of our Aboriginal Health Teams within the multi-disciplinary care team and facilitation of dedicated services such as the Moort Boodjari Mia antenatal and postnatal care program improving birth outcomes for Aboriginal babies. This is further enabled through partnerships with First Nations community and primary health care agencies to collaboratively address the health and social needs of Aboriginal and Torres Strait Islander peoples in our care.

Additionally, a focus on increasing cultural awareness and anti-discrimination education for our leaders and caregivers is an essential means by which to create culturally safe services and work places. The establishment of an Aboriginal Employment Framework is a key deliverable in this RAP and will be the foundation of increasing the employment opportunities for First Nations peoples within St John of God Health Care.

Celebrating Aboriginal and Torres Strait Islander peoples' cultures, spirituality and relationships with their lands is an expression of our Values of Hospitality and Respect and enriches both individuals within the organisation and the broader communities in which we operate. St John of God Health Care is a member of Catholic Health Australia (CHA), the nation's largest non-government grouping of hospitals, aged and community care services. As an active participant in CHA's Reconciliation Working Group, we are able to influence the society more broadly through advocacy for improved access for First Nations peoples to culturally appropriate health care services. Additionally, St John of God Health Care established a relationship with Wonnil Partners and engaged them as reconciliation specialists to assist in the development of this RAP and the development of the organisation's first Aboriginal Employment Framework which is a deliverable in this plan.





## Our reconciliation learnings to date

- **We value the Aboriginal and Torres Strait Islander caregivers within St John of God Health Care for the way they generously share their experience, wisdom and culture.** We are richer for their presence and contribution in our organisation and appreciate their ongoing guidance.
- **We recognise that the work of reconciliation requires appropriate leadership attention and accountability.** This leadership commitment calls attention to St John of God Health Care's vision for reconciliation.
- **We acknowledge the importance of sharing achievements across the organisation.** Through this shared learning, others are inspired and encouraged in their own reconciliation initiatives and activities.
- **We appreciate the importance of cross-cultural awareness for all our caregivers.** This allows us to create a culturally welcoming environment within our facilities. Through this we can share stories of people and places, obligation and responsibility, which enables respectful relationships.
- **We understand the significance in creating employment opportunities for Aboriginal and Torres Strait Islander peoples** as an invaluable component to supporting reconciliation.
- **We remain cognisant of the fact that for the majority of Aboriginal and Torres Strait Islander peoples the injustices of the past are a living reality of today.**
- **As a leading Catholic health care organisation, we recognise our responsibility and capacity** to influence health outcomes, establish deeper partnerships within the communities we operate and provide employment opportunities for Aboriginal and Torres Strait Islander people.





## Our achievements

- **Three new reconciliation related items have been included in the St John of God Health Care Group Strategy 2023-25** elevating reconciliation accountabilities to the highest level of the organisation.
- **We have published a statement of support** for the Uluru Statement from the Heart on our external website and displayed at a number of our sites.
- **Acknowledgements of Country are more widely used across the organisation** and it is becoming more common for caregivers to personalise their Acknowledgement of Country and make it specific and meaningful.
- **It has become regular practice for us to host and sponsor a number of events** across our sites in Western Australia, Victoria and New South Wales during National Reconciliation and NAIDOC weeks.
- **We have introduced cultural awareness programs** in our leader formation activities and some of our hospitals and services have introduced full day cultural immersion programs.
- **We participated in the Generation One Indigenous Employment Index in 2022** and results have been the impetus for renewed focus on employment opportunities as described in this RAP.
- **Our hospital in Midland, Western Australia, cares for the highest number of Aboriginal patients and employs the highest number of Aboriginal caregivers within St John of God Health Care.** An Aboriginal Health Team comprising six dedicated caregivers supports the hospital. The team has a strong presence and are well integrated throughout the hospital. Members of the Aboriginal Health Team have established and facilitate 'cultural conversation' sessions for Aboriginal caregivers to come together and share experience in a culturally safe space.
- **The Midland Aboriginal Health Team has established a significant number of relationships with local Aboriginal and Torres Strait Islander health and support agencies** including with; Moorditj Koort Aboriginal Corporation, Wungening Aboriginal Corporation, Noongar Outreach Services, Indigo Junction, Derbarl Yerrigan Aboriginal Medical Health Service, Moorditj Djena and Yorgum Healing Services.
- **The Midland hospital Moort Boojari Mia (MBM) program provides culturally appropriate maternity care** to Aboriginal women and their families in the Eastern suburbs of Perth. MBM, comprising five dedicated caregivers, has established critical relationships with local health and community service providers to support women with antenatal and postnatal care resulting in improved birth outcomes for Aboriginal babies.
- **We have re-signed existing agreements and partnerships with Aboriginal and Torres Strait Islander groups / agencies** and there has been some new relationships formed such as with Nairm Marr Djambana and Bunjilwarra in South East Melbourne; Burwood / Richmond established a collaboration with Merana Aboriginal Community Association for the Hawkesbury Inc. and Darug Custodian Aboriginal Corporation; Subiaco has established an agreement with Cockburn Integrated Health to support ear, nose and throat surgery (tonsillectomy) for ten Aboriginal children at the hospital in FY24.
- **At our Murdoch hospital, one of the most impactful and long standing projects, Djaalinj Waakinj (Noongar – Listening & Healing) continues.** In conjunction with the pro bono services of Dr George Sim, the program affords the Aboriginal Community free paediatric surgical services for middle-ear infections and treatments. The program is funded by the hospital's caregiver group through the charity of choice fundraising pathway.
- **Our federally funded Head to Health sites operated by Social Outreach undertook extensive co-design and co-creation activities** to inform commissioning of the services to meet the needs of local Aboriginal and Torres Strait Islander communities and incorporate Aboriginal works of art and Noongar language throughout the centres. Since 2014 we have partnered with Career Trackers, a national non-profit organisation that creates internship opportunities for Aboriginal and Torres Strait Islander university students. During the period of our previous RAP we hosted ten interns. Five of these students completed more than one internship period and two of those five will return for the 2023/2024 summer internship period plus an additional six interns to join the program. This is the highest engagement St John of God Health Care has had with the program to date. Two of the ten students have since graduated as Registered Nurses and joined the St John of God Health Care Graduate Program.
- **Other education opportunities** include Marr Moorditj training placement at Midland and a Grant Agreement with the University of Notre Dame Australia financially supporting four Aboriginal medical students through their four-year course.
- **We have maintained a partnership with Reconciliation WA** over many years, and have established a new partnership with **Reconciliation Victoria**.



## Celebrating our connection to land through art

The connection to the local Perth environment is now front of mind for caregivers and visitors at St John of God Mt Lawley Hospital with the installation of new Aboriginal artwork by local Noongar Elder, Aunty Neta (Janetia) Knapp celebrating the six seasons of the Noongar calendar.

The painting depicts the six Noongar seasons; Birak (December to January), Bunuru (February to March), Djeran (April to May), Makuru (June to July), Djilba (August to September), and Kamarang (October to November).

It has also been printed as a glass decal.

Titled, 'Belia Koort', which translates to 'River Heart', the piece gestures to the hospital's location next to the Derbal Yerrigan (Swan River).

St John of God Mt Lawley Hospital CEO Vanessa Unwin shared her gratitude for Neta's ongoing contribution to the organisation.

"We are extremely privileged to learn from Neta, who dedicates her time to teaching us about Noongar culture and history, partnering with our caregivers and supporting our Reconciliation Action Plan," she said.

"Many of the Aboriginal artworks displayed in our hospital are a result of Neta's thoughtful collaboration with members of our hospital community.

"Belia Koort invites the viewer to reflect on the seasons of life and consider the connection between the seasons and the ebbs and flows of our health and wellbeing.

"I also hope the artwork encourages us all to consider how we can make meaningful contributions to our reconciliation journey through our every day actions."



St John of God Mt Lawley Hospital caregivers Amanda Scott and Scott Sherratt displaying the Belia Koort painting



Mum Kylie has been supported through multiple pregnancies by the Moort Boodjari Mia service. She is pictured here with her children Malakai, Zyiesha, Isaiah, Jarlique and Brontè.

## Improving health outcomes for pregnant women and their babies

St John of God Midland Public Hospital's Moort Boodjari Mia service is improving health outcomes for Aboriginal women and their babies at the most critical times of their lives.

The service, which means "Family Pregnancy House" in Noongar language, supports Aboriginal women, and women pregnant with Aboriginal babies to achieve good health outcomes for themselves and their baby.

The team consists of five Aboriginal Health Liaison Officers and six clinical midwives, one of which is Aboriginal. Moort Boodjari Mia aims to provide a culturally safe service for our mums, bubs and their loved ones.

St John of God Midland Public Hospital Aboriginal Coordinator Jodee Hollingsworth, who is also a clinical midwife, said Moort Boodjari Mia has been actively working with women and families to provide education surrounding healthy pregnancies.

"We have seen a rise in the average gestation at delivery to 38.8 weeks and the average birthweight has risen to 3401.6g in the second quarter of 2023. This is well above the national average of 37.2 weeks and 3265g, confirming we are on target to meet the National Closing the Gap targets," she said.

"Pleasingly, through ongoing education with their patients, the team are receiving referrals quicker, including self-referrals for early pregnancy care."

Registered Nurse, Aboriginal Health Liaison Officer and Aboriginal Research Coordinator, Shaydeen Stocker says

Moort Boodjari Mia's work includes collaboration with community and forming partnerships that will help our hospital identify, address and improve the health care we provide for Aboriginal people.

"Moort Boodjari Mia has partnered with Murdoch University's Ngangk Yira Research Centre for Aboriginal Health and Social Equity on a pilot program, Baby Coming You Ready. It is a culturally appropriate web-based mobile application used for perinatal mental health assessment," Shaydeen said.

"I love being part of the journey during the antenatal period, the birth of their baby and then for a period postnatal. I enjoy the relationships formed and seeing families come back to our service for their next pregnancy."

Moort Boodjari Mia has implemented a successful arrangement with Swan Dental for free dental care for their patients. Moort Boodjari Mia works closely with Swan Dental so expectant mums can attend the dental practice, in some instances, straight after their appointments at Midland hospital. They even go above and beyond to arrange transport from the hospital to the dental clinic, if required.

St John of God Health Care's Aboriginal health strategy seeks to ensure our Midland hospital provides a culturally responsive health service, as recognised by the local Noongar community, and Moort Boodjari Mia is demonstrating this is a tangible way with encouraging outcomes.



## Celebrating culture through names and language

St John of God Richmond Hospital is celebrating the local Aboriginal culture, and story of the land and its healing traditions, as a part of its redevelopment.

The hospital has named its residencies using Darug language and names, a new approach for the organisation which traditionally has used words from the story of St John of God as part of its naming conventions.

This decision responds to the history of the hospital site, which is built on Richmond Hill, and provides an opportunity to reconnect with the original story and language of the place.

### History

- The Richmond site on 'Richmond Hill' has a history of trauma, healing and reconciliation.
- Prior to colonisation the traditional custodians, the local Darug people, referred to the site as 'healing hill' where their people would go to recover from illness.
- In 1952 the Brothers of St John of God, following in the footsteps of their founder John of God in providing compassionate mental health care, honoured the ancient story of the site by creating a hospital to care for people who were suffering.
- The creation of the Aboriginal Memorial garden in 2003 further recognised the special nature of this place. The memorial garden promotes reconciliation and healing amongst our first nations people resulting from the traumas experienced post colonisation in the immediate area along the river. It cements the site as a place of healing for all.

### First Nations Connections

- Aboriginal people have lived on Dhurabang (the Hawkesbury River) for least 50,000 years. Along the Dhurabang, every place and distinctive feature would have had a name. For the local Aboriginal community, place names are wayfinders and memory-aides, they say something about places and why they are important. These Darug names were selected so that the residencies have a link to the story of this land and its healing traditions.
- The designs of the new buildings, which mirror the flow of the river, reflect this history and its deeper connection to the Dhurabang River. Many of the rooms will have views over the river.

### New Names

Yarramundi – three river meeting place – *Residence 1*

- This is where the Hawkesbury River begins, the Nepean River becomes the Hawkesbury here, while the Grose River joins from the west. The name originally referred to the large Yarramundi lagoon nearby, a long floodway or arm left behind by the ancestral river. Settlers called it 'Yaramandy's' or 'Yellowmundy's' lagoon, strongly suggesting a connection with the famous leader and karadji Yarramundi. Yarramundi was very likely a gathering place for many different clans, bands and language groups.

Marang ngurra – 'sand' Darug name for Richmond – *Residence 2*

- Marang is a word for sand. The town itself sits on the clays of the river's ancient terrace, but just to the south-west is a remarkable area of white sand dunes. Geologists think they may have been created by ancient winds blowing sand down from the sandstone escarpments of Gulamada, the Blue Mountains. The dunes support a distinctive banksia and scribbly gum forest, which stands out from the surrounding bushland.

Gulamada – 'koala place' Darug name for the Blue Mountains – *Residence 3*

- The sclerophyll forests of the rugged Blue Mountains were long known as a koala habitat. It is the rugged, deeply incised sandstone plateau that forms the blue western horizon of the Cumberland Plain. Gulamada has terrified, obsessed, delighted and inspired poets, explorers and dreamers in both Aboriginal and settler cultures. Gulamada was an intensely populated, well-watered Country, rich in food resources. Archaeologists and others have discovered at least 200 sites in lower and middle zones, including sites of high spirituality.

Dhurabang – Darug name for the Hawkesbury River – *Residence 4*

- Aboriginal people have lived on Dhurabang for least 50,000 years. Every place and distinctive feature would have had a name. In many parts of Australia, place names are part of songlines which narrate the mythical journeys of Ancestral Beings in the Dreaming. Place names are wayfinders and memory-aides. They say something about places and why they are important. They are as significant culturally as rock art and artefacts. Yet after two centuries of colonisation, only a handful of Aboriginal names survive in common use on Dhurabang today.



The Aboriginal Memorial garden on Richmond Hill, where St John of God Richmond Hospital is located



## Partnerships boost employment opportunities for First Nations students

St John of God Health Care is proud to partner with the University of Notre Dame Australia to help increase the number of Aboriginal and Torres Strait Islander doctors working in Australia's health care system.

Under the partnership, St John of God Health Care has provided \$160,000 in scholarship funding that will support four of the University's First Nations medical students over the four years of their postgraduate degree program. The funding equates to \$10,000 per student per year, or \$40,000 per student over the full four-years.

Three of the four past recipients have now gone on to qualify as doctors, with the fourth still enrolled, and are now working in Western Australia's health system where they will be able to do their part to improve the health and wellbeing of First Nations Australians.

Past recipient Rosie said the funding allowed her to pay for her Australian Health Practitioner Regulation Agency registration and reunite with her brothers who live in the eastern states.

"This was a monumental occasion for our entire family as the first doctor, and the first woman to attend university on both sides of my family," Rosie said.

"I continue to endeavour to improve Aboriginal health by learning more about my own as well as other mobs, and learning to include important cultural customs, traditions and beliefs at the centre of care.

"It has been an absolute privilege to study medicine, and I feel proud to be graduating not just for myself but my community."

In addition to the financial support, the scholarship recipients will have opportunities to undertake part of their training at St John of God Subiaco Hospital, as well as being offered employment opportunities when they complete their studies.

St John of God Health Care has also developed a successful partnership with CareerTrackers over the past

ten years, which is a national non-profit organisation that creates internship opportunities for Aboriginal and Torres Strait Islander university students.

The interns come from a range of disciplines, including nursing, biomedical science and psychology and St John of God Health Care works with the organisation to identify potential internship opportunities based on the candidate's profile, career interests and preferred location.

Between 2020 to 2022, ten interns were placed across St John of God Health Care hospitals and services, the organisation's highest number of interns to date. Two have since graduated as registered nurses and joined the St John of God Health Care Graduate Program.

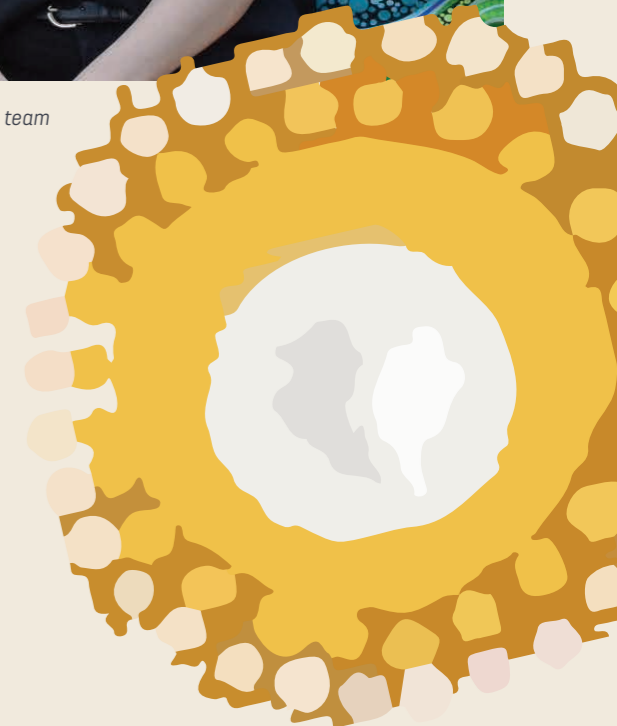
With health now the second most in-demand field of study for Aboriginal and Torres Strait Islander students, these paid internship opportunities help reduce barriers to career and employability experiences and create pathways that support their future career aspirations.

"In order to be it, you need to see it," said Leanne, who is studying Biomedical Science at The University of Notre Dame and is motivated by a strong desire to see all Aboriginal students have strong role models.

"I want to be here as a First Nations woman so my family and other younger aspiring Aboriginal women can see what we're doing, in hope they feel inspired to put themselves out there and express and celebrate their culture in ways that can benefit the medical system."



CareerTracker interns with caregivers from our Moort Boodjari Mia and Aboriginal Health Services team







# Relationships

We recognise the integral role that relationships based on trust and a shared desire to create meaningful change will play in the achievement of our RAP. We will continue to develop and maintain relationships with Aboriginal and Torres Strait Islander communities.

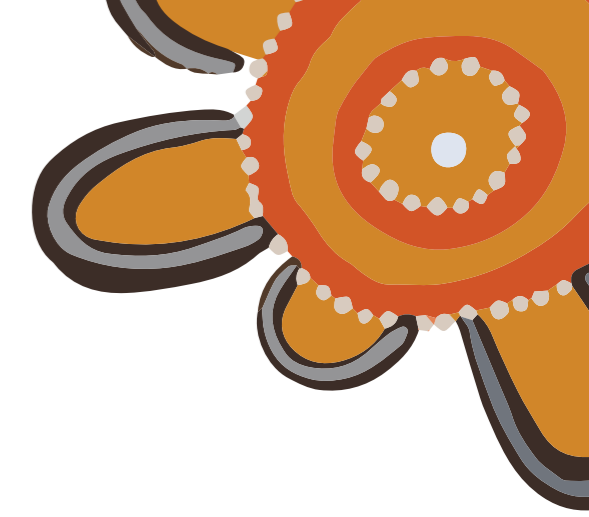
We understand the need for a more focussed approach to establishing connections and building relationships that will enable our individual hospitals and services to drive their place-based reconciliation journeys and ultimately lead to greater impact and sustainable outcomes.

## Focus area:

We commit to proactively reaching out to grow our relationships with existing and new local Aboriginal and Torres Strait Islander stakeholders to achieve our reconciliation vision through focussed and meaningful partnerships.

| Action   | Deliverable  | Timeline  | Responsibility   |
|--|--|---|--|
| <b>1. Establish mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | Review current relationships with local Aboriginal and Torres Strait Islander communities and identify options for deeper engagement in consultation with existing and new stakeholders. | December 2024   | Hospital/ Service CEOs   |
|  | Set achievable relationship targets, with at least one formally recognised relationship/partnership per hospital/service that directly contributes to the objectives of this RAP.        | March 2025  | Hospital/ Service CEOs   |
|  | Develop and implement local hospital/service engagement plans to work with Aboriginal and Torres Strait Islander stakeholders and organisations.   | December 2025   | Hospital/ Service CEOs   |
| <b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>  | Circulate Reconciliation Australia's NRW resources and reconciliation materials to all caregivers.   | May 2024 & 2025   | <b>Lead:</b> Chief of Staff, Strategy & Planning<br><b>Support:</b> Local Site RAP Champions |
|  | Encourage and support caregivers and senior leaders to participate in at least one external event to recognise and celebrate NRW.  | 27 May - 3 June 2024 & 2025   | Chief Officers and Hospital/Service CEOs   |
|  | Register all SJGHC NRW events on Reconciliation Australia's NRW website.   | May 2024 & 2025   | <b>Lead:</b> Chief Mission Integration Officer<br><b>Support:</b> Local Site RAP Champions   |
|  | Engage local Marketing teams to publicise via internal and external communications.  | May 2024 & 2025   | <b>Lead:</b> Chief of Staff, Strategy & Planning<br><b>Support:</b> Local Site RAP Champions |
|  | Hospital/service executive and National/local RAP Working Group members to participate in at least one external NRW event.   | 27 May - 3 June 2024 & 2025   | Chief Officers and Hospital/Service CEOs   |
| Organise at least one local hospital/service NRW or cultural event each year and encourage caregivers to participate.            | 27 May - 3 June 2024 & 2025  | <b>Lead:</b> Hospital/ Service CEOs<br><b>Support:</b> Local Site RAP Champions |  |

| Action   | Deliverable   | Timeline   | Responsibility                      |
|--|---|--|-------------------------------------|
| <b>3. Promote reconciliation through our sphere of influence.</b>  | Develop and implement a caregiver engagement strategy to raise awareness of the SJGHC Innovate RAP May 2024 - May 2026 and reconciliation across our workforce.   | May 2024   | Chief of Staff, Strategy & Planning |
|  | Group CEO to provide a RAP update to all caregivers at least twice a year including during NRW.   | May & November 2024 & 2025                                 | Group CEO                           |
|  | Communicate our commitment to reconciliation publicly including; <ul style="list-style-type: none"> <li>Publication of SJGHC Innovate RAP on SJGHC website</li> <li>Email signatures acknowledging Country and promoting NRW and NAIDOC Week themes</li> <li>Promote participation in cultural events via local Marketing teams</li> <li>Minimum of quarterly internal and external messages, via appropriate communications channels, promoting SJGHC's reconciliation commitments and achievements</li> </ul> | June, September, November 2024 & 2025<br>March 2025 & 2026 | Chief of Staff, Strategy & Planning |
| <b>4. Promote positive race relations through anti-discrimination strategies.</b>  | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.   | June 2025  | Chief Mission Integration Officer   |
|  | Collaborate with RAP organisations in the RAP network and/or other like-minded organisations to work together to achieve RAP objectives.  | December 2025  | Chief Mission Integration Officer   |
|  | Promote existing anti-discrimination policies and education programs to all caregivers including; <ul style="list-style-type: none"> <li>Statement of Inclusion in St John of God Health Care</li> <li>Equity, Diversity and Inclusion Policy</li> <li>Workplace Discrimination, Bullying and Harassment training</li> </ul>  | September 2024   | Chief People Officer                |
|  | Educate senior leaders on the effects of racism.  | September 2024   | Chief People Officer                |
|  | Review existing caregiver education programs in consultation with Aboriginal and Torres Strait Islander caregivers to ensure appropriate race relations and cultural intelligence programs are included as mandatory requirements.  | December 2024  | Chief People Officer                |
| Identify and promote positive race relations education programs and campaigns amongst caregivers such as <i>Racism. It Stops with Me</i> | March 2025  | Chief People Officer                                       |                                     |







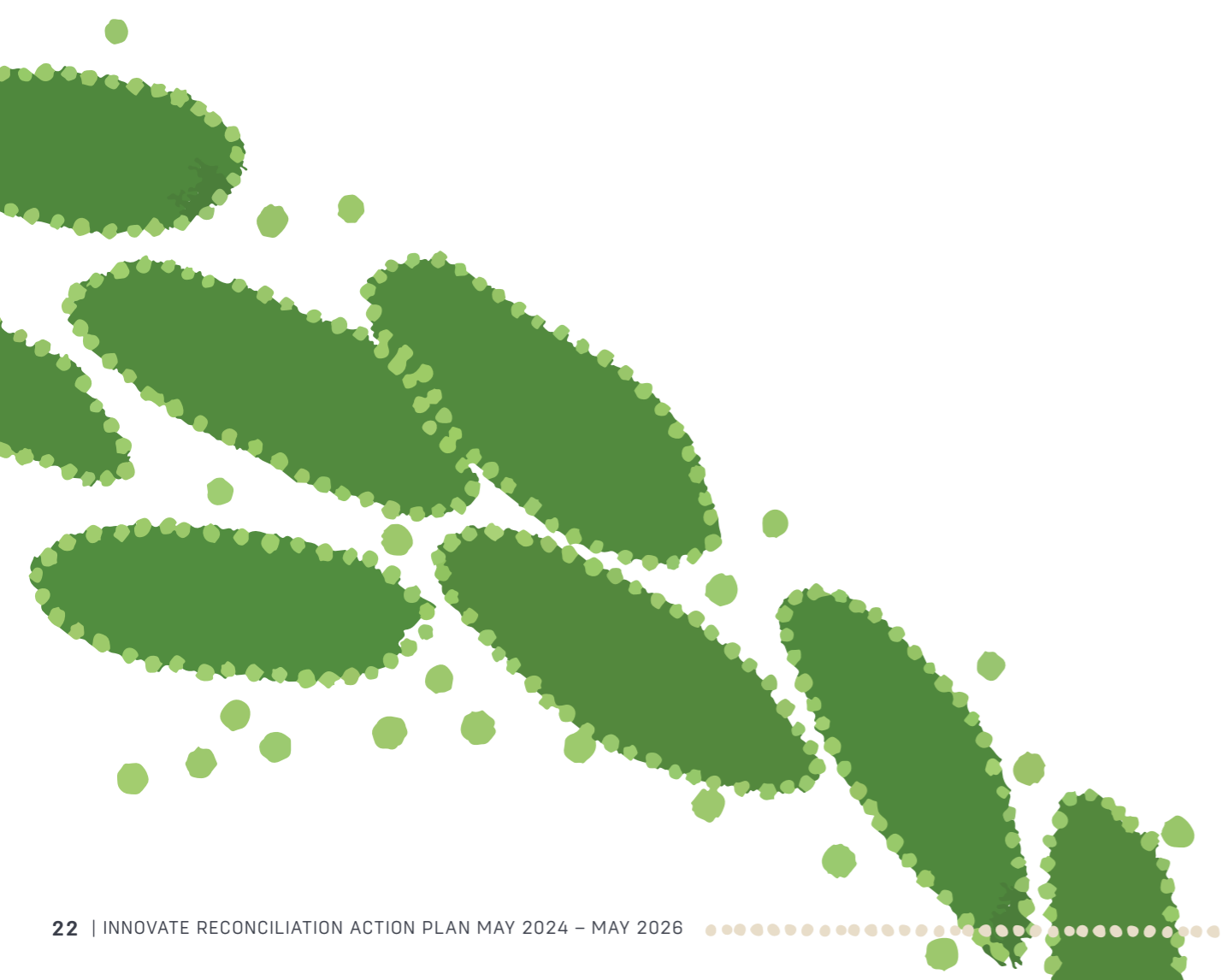
# Respect

St John of God Health Care’s Vision, Mission and Values are grounded in a recognition of the inherent dignity of the human person, which informs our respect for Aboriginal and Torres Strait Islander peoples, cultures and experiences.

We will demonstrate this respect by investing in and embedding an organisational culture that celebrates Aboriginal and Torres Strait Islander people and is committed to deepening its cultural awareness through truth telling, and applying new learnings to St John of God Health Care’s ways of working. We understand these efforts will directly contribute to the healing of First Nations peoples and our nation as a whole.

### Focus area:

**We commit to celebrating cultural diversity within St John of God Health Care and creating a culturally safe place in all our hospitals and services for Aboriginal and Torres Strait Islander caregivers, patients and clients.**



| Action  | Deliverable   | Timeline                         | Responsibility  |
|---|---|----------------------------------|---|
| <b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> | Understand cultural learning needs in consultation with Aboriginal and Torres Strait Islander advisors and refresh the existing SJGHC Cultural Learning Framework for all leaders and caregivers.   | December 2024                    | Chief People Officer  |
|   | Incorporate cultural learning programs within SJGHC annual leadership formation schedule.   | July 2024 & 2025                 | Chief Mission Integration Officer   |
|   | Executive Leadership Team and RAP Working Group members participate in a cultural learning program annually.  | June 2024 & 2025                 | <b>Lead:</b> Group CEO<br><b>Support:</b> Local Site RAP Champion   |
| <b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>   | Increase caregivers’ understanding and application of cultural protocols by communicating and embedding the SJGHC’s Cultural Protocol   | September 2024                   | <b>Lead:</b> Chief of Staff, Strategy & Planning<br><b>Support:</b> Local Site RAP Champions                                    |
|   | Continue to include an Acknowledgement of Country at the commencement of all meetings with a formal agenda and other celebrations and invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | March 2025 & 2026                | Chief Officers and Hospital/ Service CEOs   |
|   | Review local hospital/service processes to ensure appropriate support for cultural practices, in particular at end of life and bereavement.   | March 2025                       | Chief Nursing Officer   |
|   | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.   | June 2024 & 2025                 | Chief People Officer  |
| <b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>  | Promote and encourage participation in external NAIDOC events to all caregivers.  | First week in July 2024 & 2025   | Chief of Staff, Strategy & Planning   |
|   | National RAP Working Group members and Local Site RAP Champions to participate in an external NAIDOC Week event.  | First week in July 2024 and 2025 | <b>Lead:</b> Chief Mission Integration Officer<br><b>Support:</b> National RAP Working Group members / Local Site RAP Champions |
|   | Senior leaders provide opportunities for caregivers to participate in NAIDOC Week celebrations.   | July 2024 and 2025               | Chief Officers and Hospital/ Service CEOs   |
| <b>8. Enable a culturally safe environment for Aboriginal and Torres Strait Islander caregivers and patients/clients.</b>   | Establish a SJGHC Aboriginal and Torres Strait Islander Network for caregivers to gather for cultural support, development and mentoring.   | December 2024                    | Chief Mission Integration Officer   |
|   | Seek input from the SJGHC Aboriginal and Torres Strait Islander Network in relation to matters affecting Aboriginal and Torres Strait Islander caregivers and patients/clients.   | March 2025 & 2026                | Chief Nursing Officer   |
|   | Complete a cultural safety assessment in each of our hospitals/services and develop associated action plans.  | March 2025                       | Chief Nursing Officer   |





## Opportunities

As a large Catholic health care provider with a broad sphere of influence, we recognise our responsibility to provide opportunities that create true value for Aboriginal and Torres Strait Islander peoples, communities and organisations both within and outside St John of God Health Care.

We will achieve this by focussing on improved employment, procurement and partnership outcomes for Aboriginal and Torres Strait Islander people and organisations.

Through our community responsibility commitments, we will continue to support initiatives that provide opportunities for Aboriginal and Torres Strait Islander people. We will use our position to influence and advocate for improved health care outcomes.

### Focus area:

**We commit to developing an Aboriginal Employment Framework and invest in increasing employment of Aboriginal and Torres Strait Islander caregivers within St John of God Health Care.**

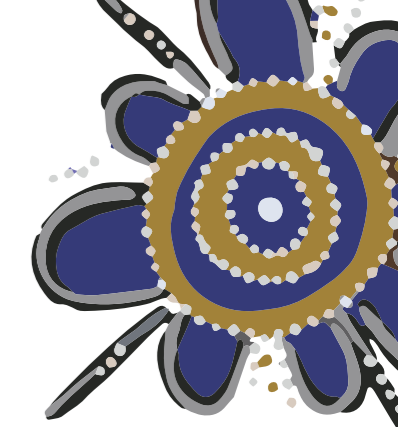


| Action   | Deliverable  | Timeline         | Responsibility  |
|--|--|------------------|---|
| <b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b> | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.  | May 2024         | Chief People Officer  |
|  | Develop a SJGHC Aboriginal Employment Framework incorporating recruitment, retention and professional development strategies in consultation with the SJGHC Aboriginal and Torres Strait Islander Network and Aboriginal advisors.   | June 2024        | Chief People Officer/<br>Chief Mission Officer  |
|  | Communicate the SJGHC Aboriginal Employment Framework across the organisation.   | September 2024   | Chief People Officer  |
|  | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.  | December 2024    | Chief People Officer  |
|  | Set Aboriginal and Torres Strait employment targets based on local population data; identifying key roles and career pathways.   | December 2024    | Chief People Officer  |
|  | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders  | June 2024 & 2025 | Chief People Officer  |
|  | Review SJGHC Aboriginal Employment Framework and employment targets and incorporate actions within local hospital/service RAP plans.   | September 2025   | <b>Lead:</b> Chief People Officer<br><b>Support:</b> Chief Officers and Hospital/Service CEOs |
| <b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>                 | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy including establishment of; <ul style="list-style-type: none"> <li>specific evaluation weighting to support Aboriginal and Torres Strait Islander suppliers</li> <li>Aboriginal and Torres Strait Islander supplier spend targets</li> </ul> | September 2024   | Chief Finance Officer   |
|  | Investigate Supply Nation membership or other opportunities via Catholic health network to identify and establish commercial relationships with Aboriginal and Torres Strait Islander suppliers relevant to health care.   | September 2024   | Chief Finance Officer   |
|  | Promote Aboriginal and Torres Strait Islander suppliers to internal procurement teams.   | October 2024     | Chief Finance Officer   |
| <b>11. Improve health care outcomes of Aboriginal and Torres Strait Islander people in the communities in which we serve.</b>                  | Understand the Aboriginal and Torres Strait Islander patient data for each hospital catchment area and identify opportunities to improve health care outcomes; including through collaboration with local Aboriginal health agencies.  | December 2024    | Chief Nursing Officer   |
|  | Develop a culturally appropriate patient feedback survey for Aboriginal and Torres Strait Islander people.   | March 2025       | Chief Nursing Officer   |
|  | Develop and implement plans to address and improve health care outcomes for Aboriginal and Torres Strait Islander patients/clients as relevant to local hospital/service patient cohort.   | December 2025    | Hospital/Service CEOs   |
|  | Promote philanthropic support applications for Aboriginal and Torres Strait Islander health care initiatives through the St John of God Foundation.  | June 2025        | SJG Foundation CEO  |





# Governance



| Action   | Deliverable   | Timeline  | Responsibility                    |
|--|---|---|-----------------------------------|
| <b>12.</b><br>Maintain effective National and local RAP Working Groups (RWG) to drive governance of the RAP. | Review and continue to apply the Terms of Reference for the National RWG.   | March 2025 & 2026                                     | Chief Mission Integration Officer |
|  | Maintain and strengthen Aboriginal and Torres Strait Islander representation on the National RWG.   | March 2025 & 2026                                     | Chief Mission Integration Officer |
|  | Ensure each hospital/service maintains an effective local RAP Working Group (RWG).  | September 2024  | Hospital/Service CEOs             |
|  | Meet at least four times per year to drive and monitor RAP implementation.  | May, August, October 2024 & 2025<br>March 2025 & 2026 | Local Site RAP Champions          |
|  | Complete local site RAP progress reports quarterly (within designated timeframes) and submit to National RAP Working Group with copies to hospital/service CEO. | May, August, October 2024 & 2025<br>March 2025 & 2026 | Local Site RAP Champions          |

|  |  |                      |                                   |
|--|--|----------------------|-----------------------------------|
| <b>13.</b><br>Provide appropriate support for effective implementation of RAP commitments. | Maintain effective executive sponsorship of SJGHC Innovate RAP.  | November 2024 & 2025 | Group CEO                         |
|  | Review SJGHC Innovate RAP May 2024 – May 2026, identify hospital/service focus areas and develop local RAP Implementation Plans.   | September 2024       | Hospital/Service CEOs             |
|  | Develop and maintain appropriate systems and capability to track, measure and report on RAP commitments.   | June 2024            | Chief Mission Integration Officer |
|  | Engage the Executive Leadership Team in a review of their delivery of and accountability for RAP commitments.  | November 2024 & 2025 | Group CEO                         |
|  | Establish a dedicated leadership role within SJGHC, held by an Aboriginal or Torres Strait Islander person, to provide cultural advice and support for RAP implementation. | July 2024            | Group CEO                         |

| Action   | Deliverable   | Timeline   | Responsibility                      |
|--|---|--|-------------------------------------|
| <b>14.</b><br>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Contact Reconciliation Australia to verify that SJGHC's primary and secondary RAP contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June 2024 & 2025   | Chief Mission Integration Officer   |
|  | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.   | 1 August 2024 & 2025                                       | Chief Mission Integration Officer   |
|  | Report RAP progress to all caregivers and senior leaders quarterly.   | June, September, November 2024 & 2025<br>April 2025 & 2026 | Chief of Staff, Strategy & Planning |
|  | Provide quarterly reports on RAP progress to the Executive Committee (ExCom)  | May, August, October 2024 & 2025<br>March 2025 & 2026      | Chief Mission Integration Officer   |
|  | Provide annual reports on RAP progress to the Executive Leadership Team (Chief Officers, Hospital/Service CEOs)   | November 2024 & 2025                                       | Chief Mission Integration Officer   |
|  | Provide annual report on RAP progress to Board Mission Integration, Caregivers and Culture Committee  | November 2024 & 2025                                       | Chief Mission Integration Officer   |
|  | Communicate RAP achievements, challenges and learnings both internally and externally.  | November 2024 & 2025                                       | Chief of Staff, Strategy & Planning |
|  | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.   | 30 September 2024 & 2025                                   | Chief Mission Integration Officer   |
|  | Participate in peak body surveys on RAP progress, such as Reconciliation Australia's biennial Workplace RAP Barometer.  | March 2026   | Chief Mission Integration Officer   |
|  | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.  | May 2026   | Chief Mission Integration Officer   |

|   |   |               |                                   |
|---|---|---------------|-----------------------------------|
| <b>15.</b><br>Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia's website to begin developing our next RAP. | November 2025 | Chief Mission Integration Officer |
|---|---|---------------|-----------------------------------|



## Contact

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