

reflect

Reconciliation Action Plan



November 2024 - March 2026



Reconciliation Australia welcomes Murray Primary Health Network to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Murray Primary Health Network joins a network of more than 3,000 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.

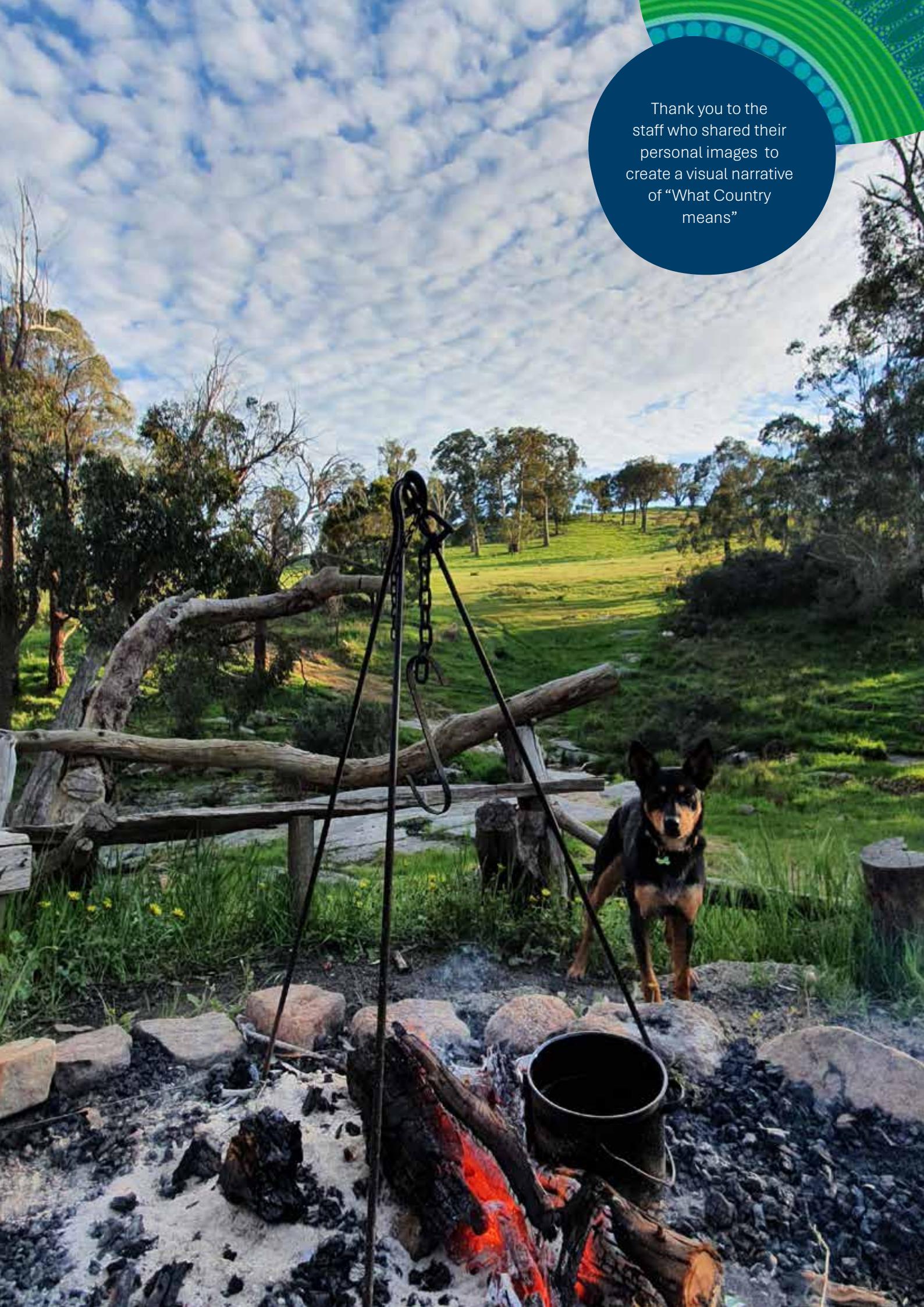
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Murray Primary Health Network 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 Murray Primary Health Network, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Thank you to the staff who shared their personal images to create a visual narrative of “What Country means”

Our business

Who we are

Murray PHN is part of a national network of 29 PHNs, covering 31 PHN regions. We work closely with the primary health system to identify opportunities to improve health outcomes in our community, through better coordination and support of health services and by commissioning new services to address the health needs of our population. Through our work, we aim to help people living in our communities receive the right care, in the right place and at the right time.

Murray PHN employs 130 people with three staff self-identifying as Aboriginal and Torres Strait Islander people. Murray PHN covers a vast geographic area across northern and central Victoria, along the Murray River from Albury to Mildura, and as far south as Woodend and Kilmore. To service our catchment and its diverse population, Murray PHN has regional offices in Bendigo, Shepparton, Mildura and Albury, where we use local knowledge and staff.





Murray PHN's activities are guided by the organisation's core values. Employees apply these values and their application in all areas of their work, both individually and as part of a team.

We are accountable to our funding organisations, communities and partners through good governance practice, regular and accurate reporting, quality staff expertise and by actively building a highly reputable, respected and valued organisation.



LEADERSHIP

We commit to lead effective change in primary healthcare and the broader health system



COLLABORATION

We build enduring relationships that lead to better health outcomes



RESPECT

We value the voices and participation of every individual and respect the knowledge and wisdom our communities hold about their health needs



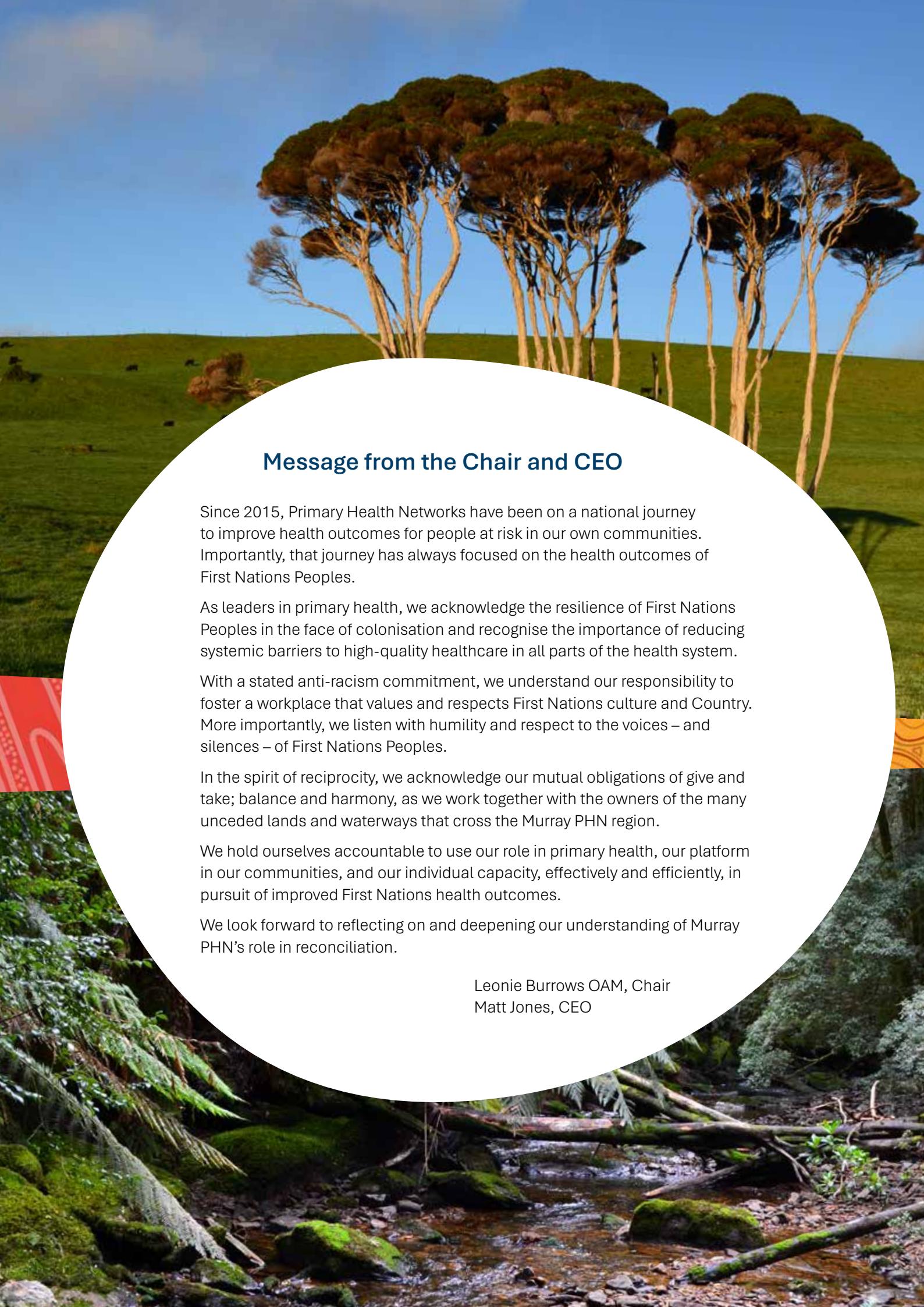
ACCOUNTABILITY

We are accountable to our communities, partners, funders and co-workers



INNOVATION

We foster new and better ways to improve health outcomes



Message from the Chair and CEO

Since 2015, Primary Health Networks have been on a national journey to improve health outcomes for people at risk in our own communities. Importantly, that journey has always focused on the health outcomes of First Nations Peoples.

As leaders in primary health, we acknowledge the resilience of First Nations Peoples in the face of colonisation and recognise the importance of reducing systemic barriers to high-quality healthcare in all parts of the health system.

With a stated anti-racism commitment, we understand our responsibility to foster a workplace that values and respects First Nations culture and Country. More importantly, we listen with humility and respect to the voices – and silences – of First Nations Peoples.

In the spirit of reciprocity, we acknowledge our mutual obligations of give and take; balance and harmony, as we work together with the owners of the many unceded lands and waterways that cross the Murray PHN region.

We hold ourselves accountable to use our role in primary health, our platform in our communities, and our individual capacity, effectively and efficiently, in pursuit of improved First Nations health outcomes.

We look forward to reflecting on and deepening our understanding of Murray PHN's role in reconciliation.

Leonie Burrows OAM, Chair
Matt Jones, CEO

Our RAP

A staff survey was conducted in 2022 that sought to gather insight from the whole organisation on several factors relating to reconciliation and development of the RAP. The survey asked staff to reflect on their current knowledge of First Nations history and culture and how this impacts their work within Murray PHN. Staff were asked to provide input into their vision for reconciliation and to identify any areas where they felt they would benefit from additional knowledge and support. This enabled the organisation to create a base level of common understanding of these key concepts in preparation for proceeding with our Reflect RAP.

Vision statement

Our vision for a just, equal and inclusive society is underpinned by a full and heartfelt commitment to reconciliation with the First Nations Peoples of Australia. We acknowledge the past and present injustices of colonisation, and the resilience of First Nations Communities over centuries. We commit to deep listening, continuous learning, and meaningful actions to allow us to encourage healing and contribute authentically to a future free of racism.

We respect and celebrate the culture, knowledge and wisdom of the First Nations Peoples of all the Countries on which we live and work. With humility, we work together with Communities to build and strengthen relationships right across our region, so First Nations people benefit from quality healthcare that is respectful, safe and contributes to an ongoing experience of healing and wellbeing.

Why we are developing a RAP

Murray PHN is committed to the RAP process, to bring to life its commitment to reconciliation. As an organisation, we understand the critical need for reconciliation to occur. We are cognisant of our privileged position as a commissioner of health services and take our responsibility to be change agents in the primary health sector seriously. We aim to actively dismantle racism, while shining a light on First Nations ways of being and doing in health and wellbeing, knowing that First Nations Peoples hold the wisdom to bring healing across our catchment.

Murray PHN is linking past intentions with current strategy and future actions by creating, developing and enacting our Reconciliation Action Plan (RAP).

This RAP is an integral element of our organisation's anti-racism journey. It bonds the First Nations Health and Healing (FNHH) Strategy at an organisational level and with the future operations of the organisation.

Carefully considered and approached with a level of organisational maturity, the RAP is a well thought out component of Murray PHN's vision for achieving improved health outcomes for all people in its catchment.

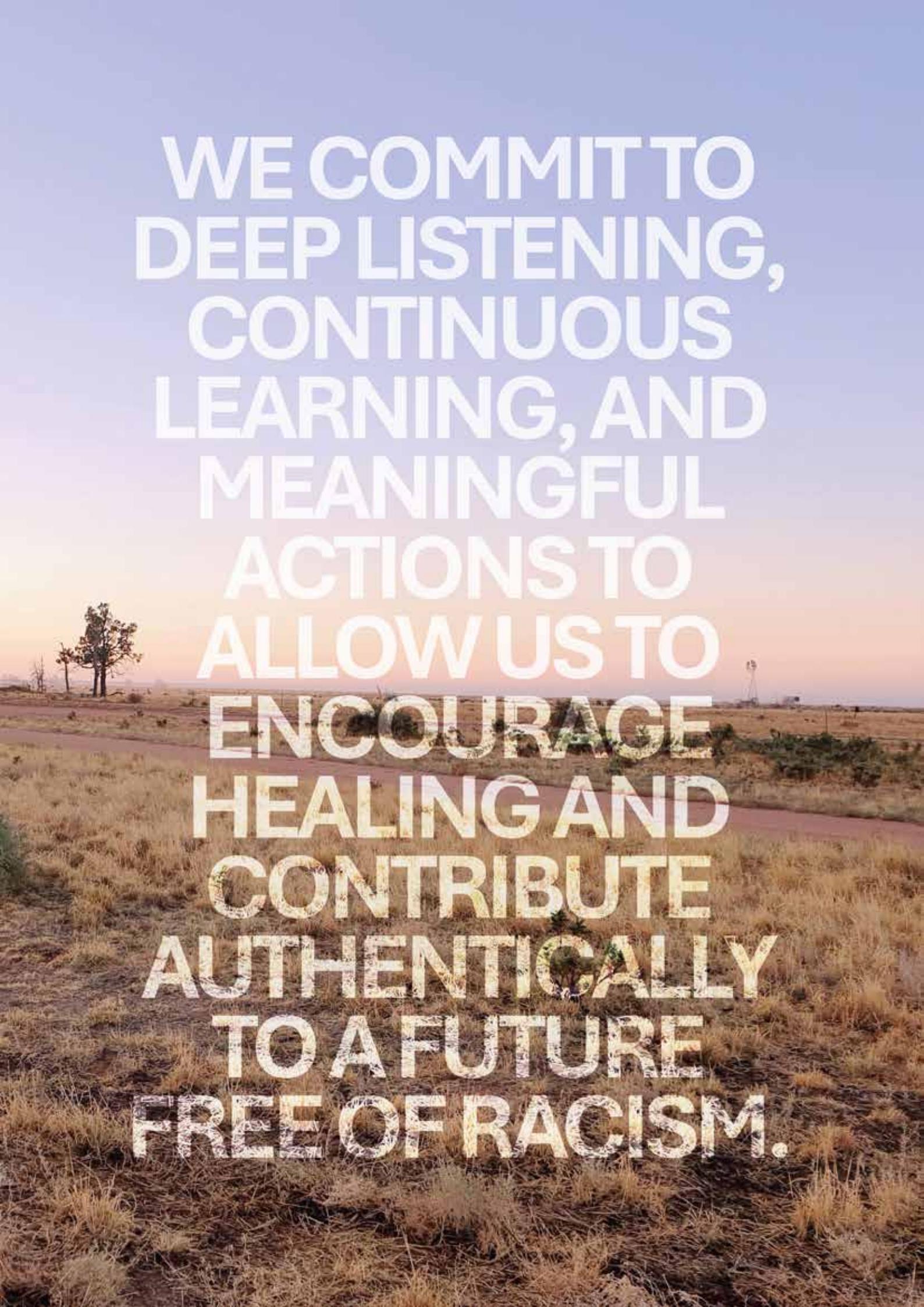
It is an important accountability measure and a commitment to the Reconciliation Action Plan Framework of Reconciliation Australia. It takes concrete steps to be growing and learning constantly, aligning with the organisation's big picture, and displaying an ongoing commitment to the journey we are on as we work towards being an anti-racist organisation.

How we intend to implement our RAP

Murray PHN plans to take a multi-dimensional approach to implementing its RAP. We will embed the four cornerstones of the Murray PHN First Nations Health and Healing Strategy across the organisation with the RAP guiding accountability. This sets the foundation to operationalise each deliverable in the RAP.

Importantly, we will ensure that the right executive or senior leadership member has completed two-way working with First Nations staff and stakeholders to ensure high-quality outcomes and accountability for each of the deliverables.

We also acknowledge that for the successful delivery of the RAP, an ongoing whole-of-organisation commitment is needed. To achieve this, an engaging and thorough communication strategy will inspire and guide individual investment and team action, so all staff feel involved and part of the important work of delivering it.



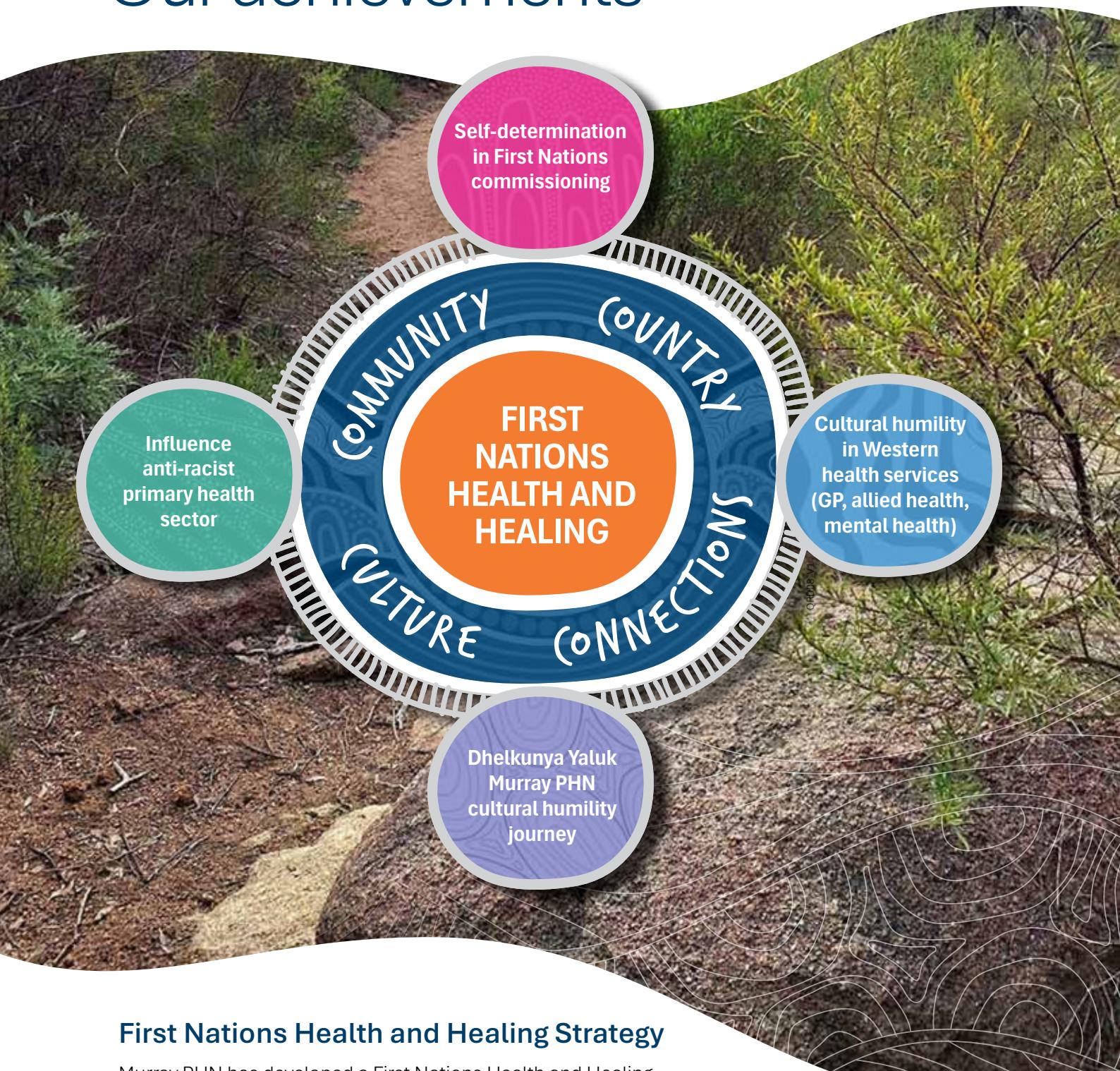
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RAP working group

The RAP Working group consists of 15 members from across a variety of teams in the organisation. We have two self-identified First Nations staff members and an open invitation identified position.

Membership type	Business area	Location	Name	Role
First Nations Leadership	Operations	Central Victoria	Pauline Nolan	First Nations Health and Healing Strategic Lead
First Nations Leadership	Operations	Central Victoria	Narlinga Morgan	First Nations Health and Healing Activity Lead – Cultural Connector project
Chair/Executive Sponsor	Executive	Central Victoria	Elizabeth Clear	Chief Corporate Officer
Coordinator	Corporate	North East Victoria	Frances Hunter	Coordinator – RAP First Nations Health and Healing
Board Member	Board		Manisha Fernando	Board Member
Operations Leadership	Operations	North East Victoria	Lynsey Blackshaw	Digital Health and Connected Care Lead
People and Culture Leadership	Corporate	Central Victoria	[Redacted]	Director People and Culture
Communications Member	Communications	Central Victoria	Simone Lukacs	Communications Specialist
General Member	Strategy and Performance	Central Victoria	Nerida Hyatt	Integrated Health Network Project Lead
Mental Health Leadership	Operations/ Mental Health and Wellbeing	Central Victoria	Deepa Patel	Mental Health and Wellbeing Commissioning Lead
General Member	Strategy and Performance	North East Victoria	Wendy Connor	Medical Advisor
General Member	Operations	Central Victoria	Vitor Rocha	Palliative Care Lead
General Member	Operations	Goulburn Valley	Lisa Collins	Quality Improvement Consultant
General Member	Corporate	North East Victoria	Frances Andrews	Director - Finance
General Member	Operations	North West Victoria	Connie Cirillo	Program and Business Support

Our achievements



First Nations Health and Healing Strategy

Murray PHN has developed a First Nations Health and Healing Strategy that has been informed by recommendations from local Aboriginal Community Controlled Health Organisations and endorsed by our Board in September 2021.

The First Nations Health and Healing Strategy is grounded in First Nations worldviews with Community, Country, Culture and Connections underpinning the work. It is built on the Weenthunga 4 Rs (Relationships, Respect, Responsibility, Reciprocity) and our commitment to becoming an anti-racist organisation.

1. Self-determination in First Nations commissioning

Strong, effective partnerships with our Aboriginal controlled health services sit at the heart of our work and will result in the commissioning of services that strengthen First Nations self-determination and worldviews on health and healing to enable strong, healthy and vibrant First Nations communities, accessing best practice models of care.

3. Influence anti-racist primary health sector

The focus of this work will be collaboration and investment in strengthening our primary health sector's capability to address and reduce racism and to move towards anti-racism. It will look at racism in all its forms – interpersonal, institutional and structural. The core of this work is improving health outcomes in First Nations communities by addressing health disparities in healthcare delivery.

The strategy has four cornerstones that address and enable an authentic and comprehensive approach to First Nations Health and Healing:

2. Cultural humility in Western health services

Access to health services that deliver the right care, in the right place, at the right time for First Nations Peoples requires service delivery reinforced by cultural humility. The work in this area will focus on capacity building in our commissioned Western services, to increase access to services delivering respectful and safe healthcare, reducing the gap between service provider and user, and resulting in improved therapeutic outcomes.

4. Dhelkunya Yaluk Murray PHN cultural journey

As we strive for business excellence and to be a leader in our sector, the Dhelkunya Yaluk Murray PHN cultural humility journey will enable us to become a culturally inclusive, equitable and reflective organisation committed to authentic reconciliation with First Nations Peoples.

Dhelkunya Yaluk transformation across the First Nations Cultural Capability continuum

Undertaking the Dhelkunya Yaluk Murray PHN cultural humility journey is enabling our transformation internally and collectively as an organisation to become a culturally inclusive, equitable and reflective organisation committed to authentic reconciliation with First Nations Peoples, a workplace of choice and a leader in our sector.

<p>Objective 1 To have a workforce that is culturally responsive and values cultural humility</p>	<ul style="list-style-type: none">• Our staff treat First Nations people with care and cultural humility• Our staff appropriately respond to and understand the needs of First Nations people• Our staff observe and understand cultural protocols and link these to actions. <p>First Nations people feel accepted and able to be themselves when interacting with our organisation, with their cultural uniqueness respected. Opportunities to procure services from First Nations businesses are always pursued; supporting these businesses is a priority.</p>
<p>Objective 2 To have a workforce that is culturally capable</p>	<ul style="list-style-type: none">• Our staff have a deep understanding of First Nations cultures and peoples and the need to work in different ways, so that equity of outcomes can be achieved• Our staff have access to localised cultural capability training and with a focus on relationship building with local First Nations Communities. Murray PHN staff are committed to working in culturally responsive ways.
<p>Objective 3 Culturally committed workforce</p>	<ul style="list-style-type: none">• Our staff have an understanding that beliefs and pre-conceptions can have an impact on equity for First Nations Peoples• Our staff are committed to correct balances in power between First Nations Peoples and Murray PHN• Our staff value the employment of First Nations employees and act on this. <p>Commissioning and coordination processes and systems are adapted to specifically meet the needs of First Nations people in our catchment.</p>
<p>Objective 4 Murray PHN is a culturally aware and sensitive organisation</p>	<ul style="list-style-type: none">• Murray PHN staff understand the impact that colonisation and other historical legacies including stolen generations, intergenerational trauma and impacts of systemic racism have on First Nations Peoples today• Murray PHN staff understand their own unconscious bias, actively taking corrective action when culturally destructive biases are present.
<p>Objective 5 Weenthunga 4 Rs (Relationships, Respect, Responsibility, Reciprocity)</p>	<ul style="list-style-type: none">• Relationships – Our staff can build relationships internally and externally ensuring they are respectful and authentic to implement change and stronger relationships• Respect – Our staff, respecting each other's knowledge, can undertake honest and open yarning so that uncomfortable feelings can lead to solutions• Responsibility – Ensuring our staff take responsibility for their words and actions. Take responsibility for further learning• Reciprocity – In that we give, as there is no “thank you” in our language; we give with open hearts because it is our valued practice we live by, the innate giving, sharing from age old practices.

Welcome to Country and Acknowledgement of Country policy and procedure

Murray PHN endorsed its first Welcome to Country and Acknowledgement of Country policy in 2020. Since that time, the organisation has achieved 100 per cent adherence to the policy with all agenda meetings hosted by Murray PHN staff beginning with the endorsed acknowledgement, resulting in the Acknowledgement of Country being used in numerous settings by many members of the organisation.

As Murray PHN moves towards being an anti-racist organisation, it is important that our previous understandings and work are reviewed to ensure that our messaging is contemporary and does no harm, guided by Murray PHN's First Nations Health and Healing Strategy.

Communication materials have been created to enable staff to build capacity for them to be confident to deliver an Acknowledgement of Country when required. The Acknowledgment of Country is embedded in our email signatures, in all presentation and agenda templates, internal intranet and external website.

Murray PHN acknowledges its catchment crosses over many unceded First Nations Countries following the Dhelkunya Yaluk. We pay our respects and give thanks to the Ancestors, Elders and Young People for their nurturing, protection and caregiving of these sacred lands and waterways, acknowledging their continuation of cultural, spiritual, and educational practices.

We are grateful for the sharing of Country and the renewal that Country gives us. We acknowledge and express our sorrow that this sharing has come at a personal, spiritual and cultural cost to the wellbeing of First Nations Peoples.

We commit to addressing the injustices of colonisation across our catchment, and to listening to the wisdom of First Nations communities who hold the knowledge to enable healing.

We extend that respect to all Aboriginal and Torres Strait Islander Peoples.





WE RESPECT
AND CELEBRATE
THE CULTURE,
KNOWLEDGE AND
WISDOM OF THE
FIRST NATIONS
PEOPLES OF
ALL THE
COUNTRIES
ON WHICH WE
LIVE AND WORK.

Invasion and 26 January public holiday

Within the Murray PHN catchment, there is a minimum of 20 massacre sites where at least six or more people were killed, with just less than 700 deaths recorded. However, until 1926 there were no formal repercussions, so the total deaths recorded are not a true reflection of the extent of the massacres that occurred. It is known that up to 50 per cent of all massacres were conducted by agents of the state.

Employees eligible for the 26 January public holiday can take a substitute public holiday, either within the same pay period or the closest working day to Mabo Day.

Murray PHN will refer to January 26th as the January 26th public holiday in communications to employees and, as far as is practical, will acknowledge in all communications that First Nations Peoples and their allies will refer to the

day using a range of terms including Invasion Day, Day of Mourning or Survival Day, a day to mourn and protest the ongoing impact on First Nations Peoples from invasion and to celebrate First Nations People's survival.

Employees are educated and supported in understanding the history of January 26th and are encouraged to stand in solidarity with First Nations Peoples on this date.

The CEO communicates to the organisation and externally to our communities that this is an important step in our transformation to become an anti-racist organisation and seek to influence the primary care sector.

The safety of our First Nations employees is placed at the centre of the recommendations and their implementation.

Enterprise Agreement

First Nations Cultural and Ceremonial Leave

Employees who identify as being of First Nations descent shall be entitled to:

1. Up to three (3) days' paid leave per financial year for the purpose of fulfilling or observing cultural, ceremonial or religious obligations; and
2. Up to 10 days' unpaid leave per financial year for the purpose of fulfilling or observing cultural or ceremonial obligations.
3. The Employer may approve attendance during working hours by an employee at First Nations community meetings unrelated to work purposes.

Such obligations may be 'traditional' or 'urban' in nature and may include initiation, birthing and naming, funerals in cases where the deceased person is not a member of the employee's immediate family or household but is nonetheless significant to the employee, smoking or cleansing and sacred site or land ceremonies, and preparation for and attending community organisation business, National Aboriginal and Islander Day Observation Committee Week functions, or other relevant cultural events.



National Reconciliation Week

Members of the First Nations Health and Healing team and Dhelkunya Yaluk Steward Group host an online National Sorry Day vigil and extend an invitation for all staff to attend. This vigil consists of an Acknowledgement of Country, a reflective video from online resources for National Reconciliation Week, and a presentation on historical facts of colonisation and National Sorry Day.

During National Reconciliation Week, the Reconciliation Action Plan Coordinator, along with members from Dhelkunya Yaluk Steward Group, facilitate office-based gatherings to reflect on the week and what reconciliation means to staff individually and as an organisation. This provides an opportunity to discuss the historical content of the impacts of colonisation and what actions we can do to actively engage in reconciliation. The information is collated and themed, and added to internal reporting for future RAP actions.

Dhelkunya Yaluk Steward Group

The purpose of the Dhelkunya Yaluk Steward Group is to bring together key internal staff to lead, ignite and enable Murray PHN's organisational transformation in anti-racism. Its membership is a combination of First Nations staff and non-Indigenous staff committed to critical allyship, who are all currently striving to role model Cultural Humility and have the willingness and capacity to support others in our organisation on this journey.

This group are the key influencers ensuring that future decision-making and values align with our commitment to becoming an anti-racist organisation, supporting Indigenising colonised spaces, and are the advocates and the voice for this work across Murray PHN.

Stewards are co-facilitating study groups as "Yarning Circles" to support staff with their Cultural Humility and Cultural Safety learnings and applications to everyday work and life.

First Nations Health and Healing team

The First Nations Health and Healing team consists of three employees who identify as Aboriginal and Torres Strait Islanders and two non-Aboriginal employees. The current positions in the team are:

- First Nations Health and Healing Strategic Lead
- First Nations Health and Healing Activity Lead (Cultural Connector)
- First Nations Coordinator Commissioning Implementation
- First Nations Health and Healing RAP Coordinator.



Weenthunga training – Cultural Humility and critical consciousness

To enable our staff to undertake a personal journey of Cultural Humility, not only to enable them to influence in their own personal spheres of influence but also in their professional roles at Murray PHN, we have provided a multi-dimensional approach to learning. All staff, including senior leadership team and board members, attended and participated in four workshops.

We have an ongoing commitment to undertake a path of a caring, respectful process of self-learning, self-critique and learning from each other. Not knowing, but willing to know and engage without judgment. Interactions that are underpinned by mutual curiosity, lack of judgment and willingness to listen and understand. This involves addressing structural power imbalances that inform Murray PHN clients' cultural experiences.

To date, our staff have undertaken training with Weenthunga Health Network that has targeted growth and understanding about each staff member's personal identity and culture, introductions to racism in Australia and within our catchment, the concepts of power and privilege, and the ideas of two-way working towards healing.

Guwanda training – First Nations Cultural Safety training for Murray PHN staff

Guwanda Education is First Nations-owned and managed, and privileges Aboriginal and Torres Strait Islander voices in co-creating decolonised spaces of new knowledge, insight and understanding.

Guwanda's online education is designed to increase the capacity of health professionals and service providers to meet registration and accreditation standards through the development of culturally safer ways of working. All staff were required to do six introductory units, with a further six more advanced units to follow, customised for the learning needs of Murray PHN staff programs of work.

The topics covered:

1. Before setting off – Core Concepts
2. The destination – Cultural Safety
3. The map – Pathways to Cultural Safety
4. The vehicle – Anti-racism
5. The landscape – The Colonial Project
6. The fuel – Repositioning Power.

Strong Spirit, Strong Elders, Strong Communities - Healthy ageing model of care

In early 2022, Murray PHN conducted a range of Yarning Circles (consultations) with staff from Aboriginal Community Controlled Health Organisations across the catchment. These consultations identified the need for First Nations Peoples to age well spiritually, physically and mentally through connections to family, Kin, community, Country and culture.

All seven ACCHOs within Murray PHN's catchment co-developed and are currently delivering an early intervention model of care based on First Nations ways of being and doing and then localised according to the needs of their community, with the focus on the:

- Creation and delivery of locally determined priorities and solutions to meet First Nations Communities and their Elders and older First Nations Peoples' needs
- Creation of culturally aligned structures, services and programs that enable First Nations Peoples to age well in a local context
- Implementation of First Nations informed and led healthy ageing programs that are holistic, incorporating First Nations values and cultures that promote healing and wellness in First Nations Peoples aged 45 years and older.





WITH A STATED
ANTI-RACISM
COMMITMENT, WE
UNDERSTAND OUR
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Integrated Team Care (ITC) activity

The aim of the Australian Government's Indigenous Australians' Health Programme is to provide Aboriginal and Torres Strait Islander people with access to effective high-quality healthcare services in urban, regional, rural and remote locations across Australia.

One of the activities forming part of the program is the Integrated Team Care (ITC) activity. The aims of ITC are to:

- contribute to improving health outcomes for Aboriginal and Torres Strait Islander people with chronic health conditions through better access to care coordination and multidisciplinary care, and to support self-management
- improve access to culturally appropriate mainstream primary care services (including, but not limited to, general practice, allied health and specialists) for Aboriginal and Torres Strait Islander people.

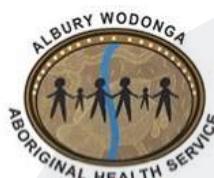
Murray PHN works with and commissions seven ACCHOs in our region to provide this service.

We have developed a peer group of ITC Coordinators and facilitated meetings and a forum for networking and education with:

- Albury Wodonga Aboriginal Health Service
- Bendigo and District Aboriginal Co-operative
- Mallee District Aboriginal Services
- Murray Valley Aboriginal Cooperative
- Njernda Aboriginal Corporation
- Rumbalara Aboriginal Co-operative.

Murray PHN acknowledges the vital role that ACCHOs play in our region, both in the primary healthcare system and in the broader context of supporting local communities. As such, Murray PHN wishes to acknowledge these organisations, and Mungabareena Aboriginal Corporation, and is committed to continuing our partnership with these key organisations.

Murray PHN also recognises and acknowledges the key role of Registered Aboriginal Parties, Local Aboriginal Networks and Land Councils and is committed to working with the relevant organisations across the catchment.





Dual diagnosis

Funded through First Nations alcohol and other drugs (AOD) and mental health funding, Murray PHN commissions six ACCHOs to deliver integrated support services for people presenting with dual diagnosis in the community.

These services work with community members experiencing complex needs who require intensive support. Each model of care is different, reflecting the needs of the local community as defined by each ACCHO's knowledge.

All programs provide intensive case management, harm reduction, AOD education and therapeutic interventions with the aim to stabilise clients so they can then engage in other treatment supports, such as residential and day rehabilitation, general AOD counselling, Social and Emotional Well Being (SEWB) support. Key to this model is flexibility with outreach services, transport and brokerage some examples of the flexibility that makes these programs successful.

First Nations Therapeutic Day Rehabilitation program pilot: Bendigo and District Aboriginal Co-operative (BDAC)

Murray PHN has commissioned BDAC to pilot Therapeutic Day Rehabilitation (TDR) programs to provide individuals with access to intensive alcohol and other drug treatment while still being able to live in their communities.

Local Aboriginal people reported mainstream Western TDR had a lack of knowledge and inclusion of First Nations healing, community healing, trauma-informed care, men's and women's business, and sorry business. BDAC, in consultation with local Aboriginal people, has developed a unique model that has had significant outcomes for individuals and community.

The TDR model supports people who cannot access traditional residential rehabilitation due to physical and mental ill-health, family, parenting and caring responsibilities, disability, employment and financial commitments.

The inclusion of local Aboriginal and Torres Strait Islander People's art program, learning on Country, men's and women's groups, involvement with Elders etc., along with additional funding to support these activities, has meant that there has been additional benefit to participants and community who report reduced or cessation of AOD but importantly, connection to culture, return of kids, study and employment. This pilot is being evaluated by Kowa Consultations.



Anti-racism commitment

In April 2021, the Murray PHN Executive developed and endorsed Murray PHN's Anti-racism commitment.

We aspire to be an anti-racist organisation, embedding cultural humility as a daily practice, to improve health outcomes and health equity in our communities.

We recognise cultural humility as a life-long commitment to self-reflection, personal growth and redressing power imbalances in our society.

To enable a deeper understanding of the commitment, a literature review of key words within the commitment has been undertaken using First Nations-led methodology to identify words and definitions from Aboriginal and Torres Strait Islander authors and leaders, and from First Nations Peoples internationally. Definitions have been selected that are most relevant and suitable for use by Murray PHN staff and in the organisational and catchment context.

The definitions glossary supports staff learning, clarity and common understanding about what is covered in this commitment and what is not, to enable a broader adoption of the commitment across the organisation. The statement is embedded in all presentations delivered by Murray PHN and included on our careers page on our website.

Commissioned Cultural Safety training development for residential aged care facilities

Currently, Murray PHN commissions Guwanda Education to provide a training package to registered aged care providers in our catchment for the education of their staff to improve the provision of culturally safe services.

The training is designed to build the capacity of healthcare providers to deliver culturally safe services. Guwanda training addresses learning outcomes aligned with the Australian Health Practitioner Regulation Agency's definition of Cultural Safety. The learning outcomes for this commissioned aged care training are to:

- describe cultural safety and identify culturally safe approaches
- identify strategies that enable ongoing self-reflection with respect to one's worldview
- identify and examine responses to racism, analyse Australian history and the ongoing impacts of colonisation
- develop culturally safe practices.

Guwanda Education is First Nations owned and managed, and privileges Aboriginal and Torres Strait Islander voices in co-creating decolonised spaces of new knowledge, insight and understanding. Guwanda's online education is designed to increase the capacity of health professionals and service providers to meet registration and accreditation standards through the development of culturally safe ways of working.

National PHN Cooperative RAP Community of Practice

A Community of Practice (CoP) consists of all PHNs across Australia and is facilitated by Northern Territory PHN. This group consists of First Nation Peoples and non-First Nations Peoples, and is aimed at including senior leadership across the national PHN network to unify PHN activities for reconciliation.

Aboriginal Community Controlled Health Organisation and Murray PHN Operations Steering Group

An ACCHO and Murray PHN Operations Steering Group was formed in 2022 to enable senior management staff from the Aboriginal Community Controlled Health Services (ACCHOs) to partner with Murray PHN, with the goal of improving health outcomes through privileging First Nations voices in decision-making around future health directions across the Murray PHN catchment.

The purpose of the ACCHO and Murray PHN Operation Steering Group is to meet with intent to enable senior management from the ACCHOs to partner with Murray PHN to improve health outcomes through privileging First Nations voices in decision-making around future health directions across the Murray PHN catchment.

First Nations Health and Healing Cultural Connector

To ensure that the partnerships created are underpinned by the Weenthunga 4 Rs of Respect, Reciprocity, Responsibility and Relationships, an existing role has been temporarily focused on holding and stewarding this space. This values and positions the importance of First Nations leadership and culturally safe ways of communicating and engaging.

VIC/TAS PHN Aboriginal and Torres Strait Islander Health Community of Practice

An alliance with all Victorian and Tasmanian Primary Health Networks was formed in 2022. This network consists of any Aboriginal and Torres Strait Islander staff and other staff that work in Aboriginal and Torres Strait Islander health and wellbeing. The group meets bi-monthly to share knowledge and ideas that support the health and wellbeing of Aboriginal and Torres Strait people across the states.



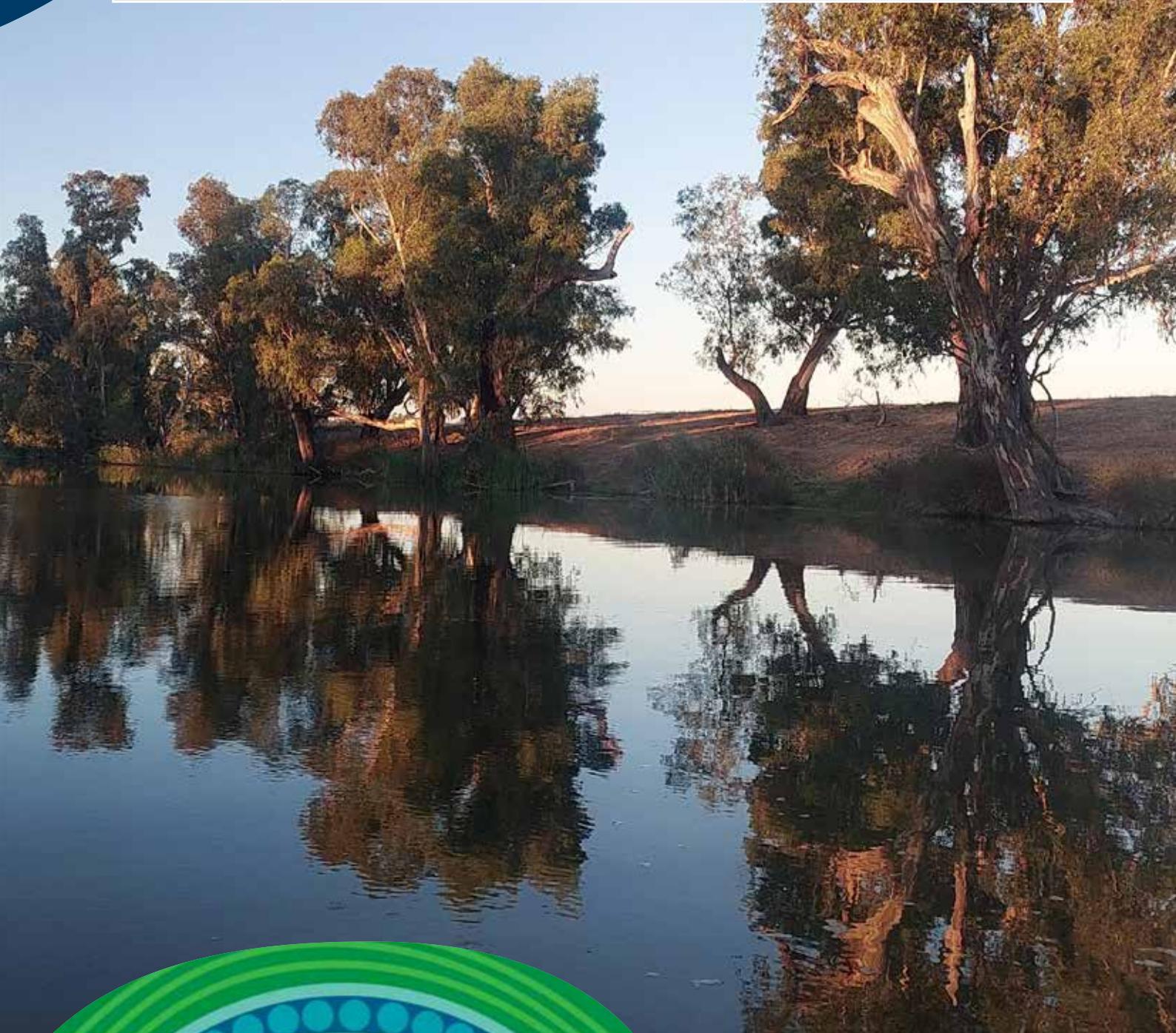
WITH HUMILITY, WE WORK TOGETHER WITH COMMUNITIES TO BUILD AND STRENGTHEN RELATIONSHIPS RIGHT ACROSS OUR REGION, SO FIRST NATIONS PEOPLE BENEFIT FROM QUALITY HEALTHCARE THAT IS RESPECTFUL, SAFE AND CONTRIBUTES TO AN ONGOING EXPERIENCE OF HEALING AND WELLBEING.



Relationships

Action	Deliverable	Timeline	Responsible Director/Executive
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence, and store up-to-date information in Murray Partners database.	March 2025	Director Operations
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations, and present in a written brief.	February 2025	Director Integrated Projects and Partnerships
	Continue to strengthen our relationships with ACCHOs in our catchment through the ACCHO and Murray PHN Operations Senior Leadership and associated activities. Including the gathering, workforce networks and joint advocacy pieces.	July 2025	Chief Operations Officer
	Facilitation of the ACCHO and Murray PHN quarterly Operations Steering Group.	March 2025	Director Operations
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Executive Director Communications
	All RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025	Chair RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025	Chief Executive Officer
	Each Murray PHN regional office to deliver an in-person NRW activity where staff can come together and discuss historical events across our region.	27 May - 3 June 2025	Chief Operations Officer
	Host an online National Sorry Day vigil and extend an invitation for all staff to attend.	26 May 2025	Chair RAP Working Group

Action	Deliverable	Timeline	Responsible Director/ Executive
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	October 2024	Chief Executive Officer
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2025	Chair RAP Working Group
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2024	Chief Operations Officer
	Develop, endorse and apply the Murray PHN Self-determination in commissioning plan based on review of current commissioning practices.	June 2025	Chief Operations Officer



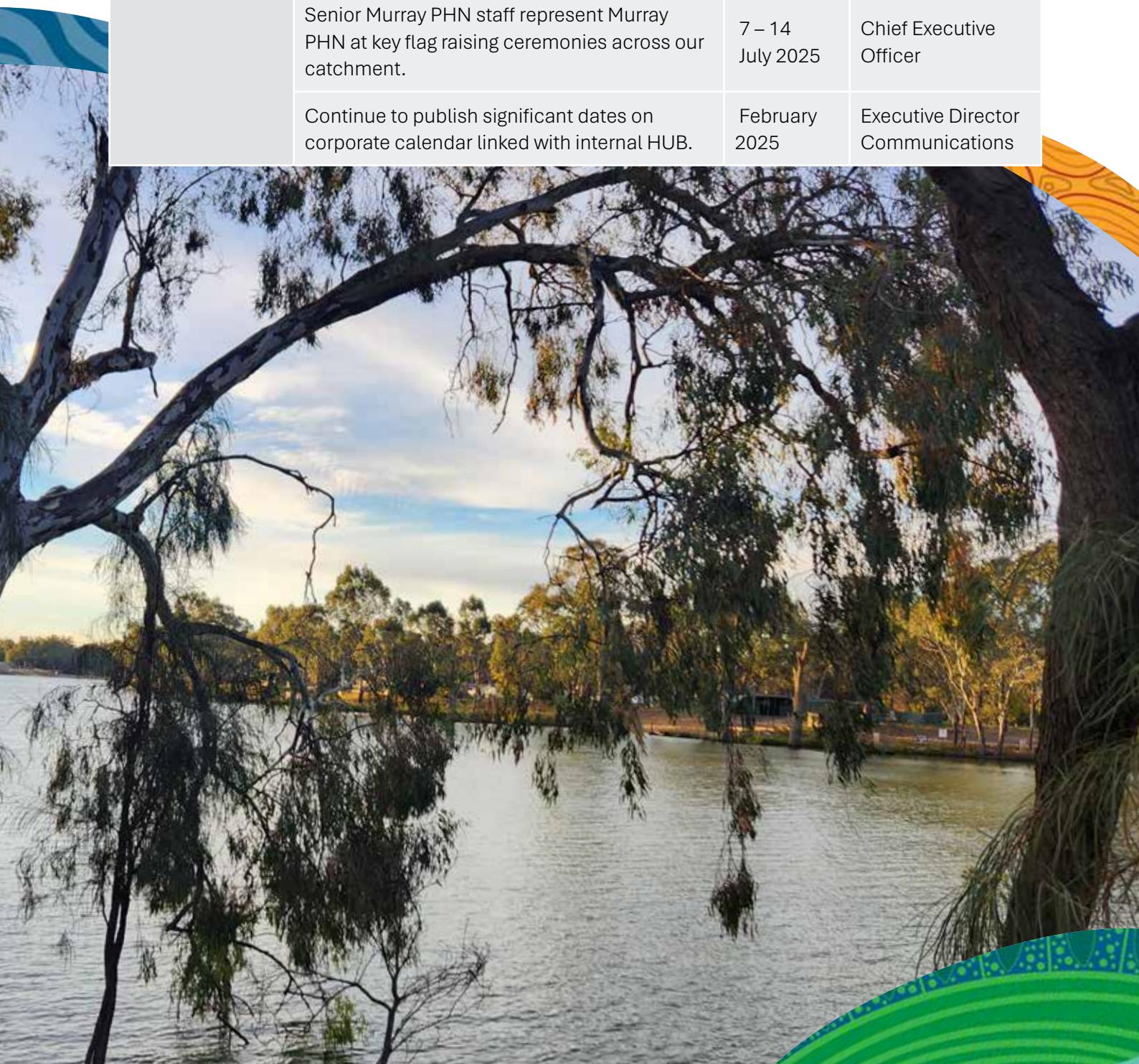
Action	Deliverable	Timeline	Responsible Director/Executive
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2025	Director People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2025	Director People and Culture
	Create a Cultural Humility Framework in Western Services Anti-racism framework with both an external and internal focus.	June 2025	Chief Operations Officer
	Continue to ensure Board members undergo Critical Consciousness/Anti-racism Training and embed into the Board induction process.	November 2024	Chair of the Board
	Continue to provide Critical Consciousness and Anti-racism training as a foundational requirement for all staff.	November 2024	Director People and Culture
	Continue the facilitation of the bi-monthly Dhelkunya Yaluk Steward group (First Nations staff and critical allies) to support the organisation's transformation to being an anti-racist organisation.	June 2025	Chief Executive Officer
	Include Cultural Safety audit questions in the Counterparty Risk Assessment.	February 2025	Director Finance
	Include Cultural Safety indicators in all commissioned services contracts.	June 2025	Chief Corporate Officer
	Include the Anti-racism statement on internet career page.	June 2025	Executive Director Communications
	Include the Anti-racism statement and Acknowledgement of Country in all job advertisements.	September 2024	Director People and Culture
	Continue to include our anti-racist statement in the presentation and agenda templates.	July 2025	Executive Director Communications



Respect

Action	Deliverable	Timeline	Responsible Director/Executive
5. Increase understanding value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, knowledge and rights within our organisation.	June 2025	Chief of Operations
	Conduct a review of the cultural learning needs within our organisation.	September 2024	Director People and Culture
	Develop a Learning and Development Policy that includes a First Nations-led provision of required cultural safety training program for all staff.	May 2025	Director People and Culture
	Provide budget to maintain and improve the Murray PHN Cultural Humility Library in each office, using fictional and non-fictional books from First Nations Authors.	June 2025	Director of Finance
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2025	Director Operations
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2025	Executive Director Communications
	Increase staff's understanding of treading lightly on sacred lands and waterways in our catchment and the care of Country by sharing our sustainability plans in team meetings.	June 2025	Chief Corporate Officer
	Review the Acknowledgment of Country and Welcome to Country policy and guideline in the orientation for new starters.	December 2024	Director People and Culture
	Develop a memorandum of Reciprocity with Traditional Owners to deliver a Welcome to Country at significant events and provide on Country Immersions for staff.	February 2025	Chief Executive Officer
	Continue to maintain an internal formal Request for Service process for staff to access cultural advice and guidance on First Nations areas.	November 2024	Director Operations
	Re-name Murray PHN meeting rooms at all sites to First Nations languages for rivers with explicit written permission from Traditional Custodians.	April 2025	Executive Director Communications

Action	Deliverable	Timeline	Responsible Director/Executive
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information among our staff about the meaning of NAIDOC Week.	June 2025	Executive Director Communications
	RAP committee members attend at least one NAIDOC event and encourage other staff to attend.	7 – 14 July 2025	Executive Director Communications
	Strengthen and build on staff engagement in NAIDOC Week by promoting external events in our local area through communications channels.	7 – 14 July 2025	Executive Director Communications
	Senior Murray PHN staff represent Murray PHN at key flag raising ceremonies across our catchment.	7 – 14 July 2025	Chief Executive Officer
	Continue to publish significant dates on corporate calendar linked with internal HUB.	February 2025	Executive Director Communications





Opportunities

Action	Deliverable	Timeline	Responsible Director/Executive
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2025	Director People and Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	Director People and Culture
	Explore culturally appropriate and safe First Nations employee assistance and leadership coaching for First Nations staff as requested.	February 2025	Director People and Culture
	Investigate the provision of group cultural load supervision for all First Nations staff.	June 2025	Director People and Culture
	Develop and embed in recruitment procedures guidelines for First Nations Identified roles.	June 2025	Director People and Culture
	Create a clear procedure to report incidences of racism and processes for addressing such incidence.	May 2025	Director People and Culture
	Include First Nations Countries in all contract schedules.	June 2025	Chief Corporate Officer
	Support attendance of First Nations staff to First Nations Leadership and Health conferences.	June 2025	Chief Operations Officer
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Investigate Supply Nation membership.	November 2024	Director Finance and Reporting
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2025	Director Finance and Reporting
	Complete a review of existing procurement policy and processes to include First Nations suppliers or Supply Nation certified suppliers.	June 2025	Director Finance and Reporting
	Identify and record a supplier/ provider list of First Nations catering providers in each region of our catchment.	March 2025	Director Finance and Reporting



Governance

Action	Deliverable	Timeline	Responsible Director/Executive
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP embedded by Murray PHN anti-racist commitment.	Maintain a RWG to govern RAP implementation.	November 2024	Chief Corporate Officer
	Review Terms of Reference for the RWG.	July 2025	Chief Corporate Officer
	Maintain reporting of RWG group achievements to Senior Executive and Board established.	July 2025	Chief Corporate Officer
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	October 2025	Chief Corporate Officer
	Create a succession plan for the RAP Working Group.	May 2025	Chief Corporate Officer
11. Provide appropriate support for effective implementation of RAP commitments.	Define resources needed for RAP implementation.	November 2024	Chief Corporate Officer
	Ensure Senior Leadership representation for sustainable executive and corporate commitment with RWG activities.	April 2025	Chief Executive Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2024	Chief Corporate Officer
	Continue to resource RAP Coordinator role to support governance and implementation of the RAP.	May 2025	Chief Executive Officer
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	April 2025	First Nations Health and Healing RAP Coordinator
	Maintain organisation transparency and accountability via reporting of achievements and deliverables in existing channels to the Executive and Senior Leadership and Board.	July 2025	Coordinator - RAP
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025	Coordinator - RAP
	Participate in the biennial Reconciliation Workplace Barometer Survey.	August 2024	Chair of the RAP Working Group
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2025	Chair of the RAP Working Group
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	Coordinator - RAP



An Australian Government Initiative

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