

Healthscope Reconciliation Action Plan

Jan 2024 - Dec 2025



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Healthscope thanks and acknowledges Karen Lee Mungarrja, a Wiradjuri artist of the Tubba-Gah clan, Dubbo, NSW, who created the artwork 'Murungidyal' The Healing featured in this document.

In Karen's words: "This artwork tells a story representing the values of Healthscope and the importance of community in the journey of care. The Boab tree represents healing, respect and individuality. The Eucalyptus leaves are a representation of their use in Smoking Ceremony to welcome people and their use as bush medicine to heal. Meeting circles represent both the community and the staff that come together to provide care. The Journey symbol represents both the diversity of people who come to Healthscope and the journey of their healthcare. The Rainbows are the symbol of hope."

CEO Message

Together with the Healthscope Board, I'm delighted to launch Healthscope's 'Innovate' Reconciliation Action Plan.

We launched our inaugural Reconciliation Action Plan in 2019, setting out a framework to develop our relationships with Aboriginal and Torres Strait Islander communities across our 38 hospitals, setting out actions that we would take to promote cultural awareness and strengthen our partnerships with First Nations people.

In early 2020, Healthscope, faced the challenge of responding to the coronavirus pandemic, which significantly impacted our operations and forced us to pause several initiatives while we supported the country's Covid public health response.

Despite the challenges presented through the pandemic years, we have continued to move forward on our reconciliation journey. Our board and executive leadership committees now perform an 'Acknowledgment of Country' at the start of all meetings and we recognise NAIDOC and National Reconciliation Week across all our hospitals and support offices. All our sites display artwork by Aboriginal and Torres Strait Islander artists. We've partnered with Aboriginal artists Stan Yarramuna and Karen Lee who provide cultural support and insights to our corporate team.

Our Northern Territory hospital, Darwin Private continues to partner with the Fred Hollows Foundation to perform eye surgery for members of remote communities. This year, Healthscope has implemented cultural diversity and sensitivity e-learning across our organisation which includes a module on culturally safe healthcare for First Nations people.

However, we know there's still more to do.

Our "Innovate" Reconciliation Action Plan outlines

four key objectives to deepen our connection to First Nations communities.

We will seek to build and establish relationships with Aboriginal and Torres Strait Islander stakeholders and organisations and use our influence to promote reconciliation and positive race relations.

We'll focus on increasing our understanding, recognition and respect for Aboriginal and Torres Strait Islander culture, history, knowledge and rights through learning and observing cultural protocols.

We'll look to provide employment and economic opportunities for Aboriginal and Torres Strait Islanders both in our organisation and by actively engaging Aboriginal and Torres Strait Islander businesses as suppliers.

Finally, we'll continue to build accountability and transparency by reporting what we achieve through this Reconciliation Action Plan as well as our learnings and challenges.

I look forward to the opportunity to continue our learning and reconciliation journey, using our Reconciliation Action Plan as the framework to guide us in our conversations with First Nations peoples.



Greg Horan
CEO
Healthscope Operations

Message from Reconciliation Australia

Reconciliation Australia commends Healthscope on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Healthscope to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Healthscope will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Healthscope is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations Healthscope on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Healthscope's vision for reconciliation is a private healthcare system that embraces Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, and embodies equity, acceptance and celebration of our shared history.

We aspire to be the best place for care and to work in Australian healthcare, delivering experiences that make a difference every day. This means better care for all Australians, including Aboriginal and Torres Strait Islander peoples who have unique healthcare needs. We want to deliver outstanding healthcare and become an employer of choice for Aboriginal and Torres Strait Islander Australians.

Our business

Healthscope is Australia's only national private hospital operation and healthcare provider with a network of 38 hospitals and Independence Services that service every state and territory. We create jobs for approximately 18,000 people and provide work for as many accredited medical practitioners. Our people are known for achieving exceptional clinical outcomes, transparent public reporting and positive patient feedback that leads the industry. No matter the role, every day our people make a difference to the lives of our patients and their families and it is a privilege to be part of their care. Distribution of our hospital sites can be seen in diagram 1 below.



Our Healthscope Network



Victoria 15 Private hospitals 11 Independence Services	New South Wales 11 Private hospitals 1 Independence Service	ACT 1 Private hospital
Queensland 7 Private hospitals	South Australia 4 Private hospitals	Western Australia 1 Private hospital
Tasmania 1 Private hospital	Northern Territory 1 Private hospital 3 Independence Services	

Diagram 1: Healthscope Hospital site location

About Healthscope

We are committed to delivering industry leading quality of care for patients and services for doctors through our hospitals. Each day, our staff and doctors provide care for thousands of patients in the communities we serve, including Aboriginal and Torres Strait Islander people.

In 2020/21, we treated 669,865 patients, delivered 13,044 babies and performed more than 414,000 surgical procedures. Our success comes from working as a team, and our purpose, “we work together for better care” was developed from a collaborative process involving staff members from across the organisation.

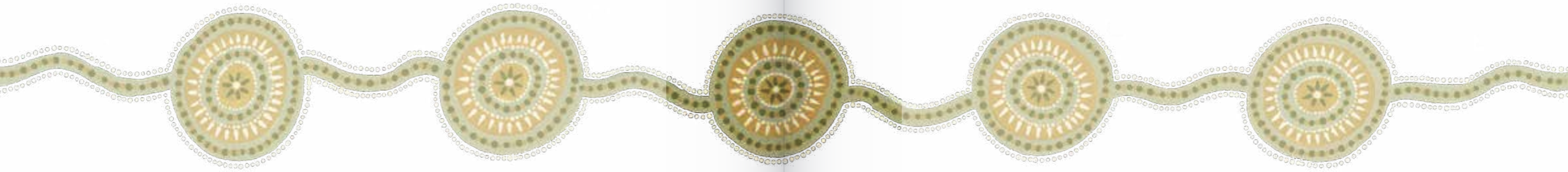
Striving to be the best place for care and to work in Australian healthcare embodies the work our team of dedicated staff, nurses and doctors do each day. Importantly, our purpose sets out what we aspire to do better tomorrow, including providing more care to Aboriginal and Torres Strait Islander people. To date this has been predominantly in the area of Ophthalmic surgery, working closely with The Fred Hollows Foundation.

Healthscope has opportunity and desire to grow the number of Aboriginal and Torres Strait Islander staff employed. Currently, 0.004% (38) of Healthscope staff have identified as Aboriginal and or Torres Strait Islander people. One strategy to achieve this is to ensure we offer the opportunity for employees to self-identify as Aboriginal and Torres Strait Islander peoples in the on-boarding process and via annual staff surveys, as well as removing any barriers that may exist for Aboriginal and Torres Strait Islander peoples joining our organisation. Through the implementation of our first Reflect RAP in 2019 and the ongoing commitment to acknowledging and respecting the histories and cultures of Aboriginal and Torres Strait Islander peoples, more staff have come forward and self-identified. This is an indicator of a positive cultural change within our organisation. Healthscope plans to continue to capture this information at point of recruitment and via our annual staff survey for existing staff.

Healthscope’s sphere of influence primarily involves the provision of private, compensable, Department of Veteran Affairs and public honorary and relief health services in all Australian States and Territories. We maintain relationships and responsibilities with regulators, governing bodies, administrators, clinicians, workforce, patients, consumers, clients, communities and other stakeholders; such as the Fred Hollows Foundation. We all work together to ensure good clinical outcomes and confidence that systems are in place to ensure the reliability, safety and quality of health care.



RAP Timeline



2019

Implemented an Acknowledgment of Country policy. This policy sets the expectation that all events and committee meetings will acknowledge the traditional custodians of the land on which they meet.

This practice has helped bring our Aboriginal and Torres Strait Islander histories and heritage to the fore of our business.

2020

Darwin Private Hospital partnered with Fred Hollows foundation to restore sight to 17 Aboriginal people.

Jan 2021

The team at Norwest Private Hospital along with NSW/ACT State Manager unveiled four beautiful art pieces by Aboriginal and Torres Strait Islander peoples' artist Karen Lee as a way of reaffirming the hospital's commitment to continued engagement with their local Aboriginal and Torres Strait Islander people's community.

Local First Nations elder Graham Davis King held a smoking ceremony for the artwork's unveiling.

2021

Jarni McGuire, a Whadjuk, Ballardong and Yued woman created an artwork titled 'Healing'. This is featured in plaques displayed at the entrance of Mount Hospital to acknowledge and show respect to the Traditional Owners of the lands, and our boodja (country) and growth. Staff printed their handprints on the artwork to acknowledge unity and commitment to strengthen relationships between community, land and the hospital.

2021

Nepean Private staff helped to run a COVID-19 vaccination clinic for Aboriginal and Torres Strait Islanders in Penrith, NSW.

2021

Nepean Private held a smoking ceremony on the site of their redevelopment before construction commenced in October 2021, led by Bigambul and Dharug elders.

A smoking ceremony was also performed at the official opening of the redevelopment in August 2023 by Shane Laws a Dharug elder.

2022

Healthscope's Indigenous Recruitment Program commenced at Gold Coast Private hospital, resulting in the successful recruitment of four First Nations staff into Assistant in Nursing (AIN) and other roles.

2022

Corporate Office Reconciliation Week morning tea, with catering supplied by an Aboriginal and Torres Strait island business, Pawa and attended by the artist and musician Stan Yarramunua.

2022

A group of Aboriginal and Torres Strait Islander children visited Hunter Valley Private Hospital to give a didgeridoo performance and present artwork they had created.

2022

Katrina Amos, a First Nations woman with lived experience, spoke at The Victoria Clinic's 2022 NAIDOC week event. She has also created artwork for the clinic that is displayed in the main entrance.

2022/23

Healthscope Independence Services in Darwin supported clients to return to the remote communities they come from. In addition to the wellbeing benefits to clients, return to country trips have provided the opportunity for our team to deepen their understanding of the importance of kinship and community to our First Nations clients.

2023

Corporate office morning tea to mark Reconciliation Week with a performance by Yorta Yorta man Stan Yarramunua. The event was catered by Mabu Mabu an Aboriginal and Torres Strait islander owned business.

2023

A Cultural Diversity and Sensitivity e-learning package, which includes a module on culturally safe healthcare for First Nations people, was rolled out across the organisation.

2023

The team at Ringwood Private Hospital supported an indigenous community in WA, Jungarni Jutiya Indigenous Corporation, by providing clothing and accessories for their community's NAIDOC week ball. The team sent over 25kg of items to enable community members to participate in the celebrations.

2023

Knox Private Hospital invites Yakadi player and Dharug man Kiernan Ironfield to perform at the opening of Knox Private Hospital's north tower.

Our RAP

As Australia's only national private hospital group, Healthscope bears responsibility to help "close the gap" in healthcare outcomes and well-being indicators for Aboriginal and Torres Strait Islander peoples by 2033, as detailed in the National Agreement on Closing the Gap.

This drove Healthscope to introduce its first Reflect RAP in 2019, and remains the driving force behind our desire to work alongside Aboriginal and Torres Strait Islander peoples to create stronger communities of hope, wellbeing and unity for all, particularly in the area of vision.

The gap in vision

The gap in eye health outcomes and levels of access to vision services between Aboriginal and Torres Strait Islander Australians and non-indigenous Australians is decreasing but remains significant.

- Blindness and vision loss is three times more common among Aboriginal and Torres Strait Islander adults than it is among other Australians
- Vision loss and blindness are the fourth largest contributor (after heart disease, diabetes, and road traffic accidents) to the health gap between Aboriginal and Torres Strait Islander Australians and other Australians
- More than 90% of blindness and vision loss experienced by Aboriginal and Torres Strait Islander adults is preventable or treatable
- Blindness and vision loss are more common among Aboriginal and Torres Strait Islander adults living in outer regional and very remote areas

As seen in the Sunday Territorian newspaper article titled, "The Gift of Vision" acknowledging Healthscope working together with Fred Hollows Foundation to restore sight for 17 Aboriginal People in December 2020. Healthscope continues to grow this work with the Fred Hollows Foundation.

Healthscope's General Counsel and Company Secretary is our national RAP Champion. Together with the Reconciliation Steering Committee and the Diversity and Inclusion working group, the RAP Champion has ensured that reconciliation remains on the Healthscope agenda with the support of the Board and Executive. Some steps we have taken include the following:

- Board and Executive Leadership Committees perform an "Acknowledgment of Country" at the beginning of all meetings
- Chief Executive Officer (CEO) provides a formal address to the business for National Reconciliation Week and NAIDOC Week,
- First Nations catering companies were engaged to provide morning tea for both weeks,
- Ongoing relationship with Aboriginal artist Stan Yarramunua who provides cultural support and insight to our corporate team, and performs with his digeridoo at events. To encourage participation in these events outside of the corporate team, we endeavour to capture and circulate digital recordings of these events throughout the organisation.
- Two First Nations members on the RAP Steering Committee

- Development of a list of Aboriginal and Torres Strait Islander suppliers and small businesses was distributed to all hospital sites for the purchase of gifts required throughout the year
- Corporate and hospital based social media acknowledgments of First Nations dates of significance
- Newsletter articles on Aboriginal and or Torres Strait Islander activities across the organisation
- First Nations information about each week was added to menus and cards on meals service trays at some hospital sites
- Entrance foyer poster displays celebrating First Nations dates of significance
- Aboriginal and Torres Strait Islander artworks displayed in corporate main reception and all facility foyers

List of RAP Steering Committee members

- **Chair:** General Counsel and Company Secretary
- **Secretary:** Assistant Company Secretary
- **Coordinator:** National Manager Patient Reported Experiences and Outcomes
- **Member:** Director of Nursing Darwin Private Hospital
- **Member:** Senior Manager Corporate Affairs
- **Member:** Assistant Director of Nursing – Perioperative Darwin Private Hospital
- **Member:** Support Services Operations Manager, Norwest Private Hospital
- **Member:** National Manager Patient Reported Experience and Outcomes



Other Aboriginal and or Torres Strait Islander Relations

Stan Yarramunua, a local Indigenous artist who was commissioned to do the Healthscope national art work which tells the story of Healthscope journey towards reconciliation to date; has become an ongoing support for our business. He agreed to perform at our Welcome to Country at the 2023 National Reconciliation Week's morning tea at our corporate office, as well as to provide general advice when and as needed and his time permits.

Karen Lee, a Wiradjuri woman has been commissioned for four artworks at our Norwest hospital in NSW. In addition, she has been engaged as a community liaison on our RAP Steering Group.

All Healthscope hospital sites have been encouraged to have at least one Aboriginal and Torres Strait Islander peoples consumer representative on one of their committees and to develop a site based Reconciliation Engagement Plan (REP). The site based REP is to support implementation of the overarching Corporate RAP and build on relations with local Aboriginal and Torres Strait Islander peoples. The Quality Manager at each hospital is the Aboriginal and or Torres Strait Islander champion.

Hospitals are also supported centrally by the **National Cultural Diversity & Inclusion Committee (former Reconciliation Team)**.

As part of Healthscope's governing body, a member of the corporate Clinical Quality and Safety team has been appointed to chair these meetings. The National Cultural Diversity & Inclusion Committee meets quarterly and reports to the Corporate Quality Review Committee.

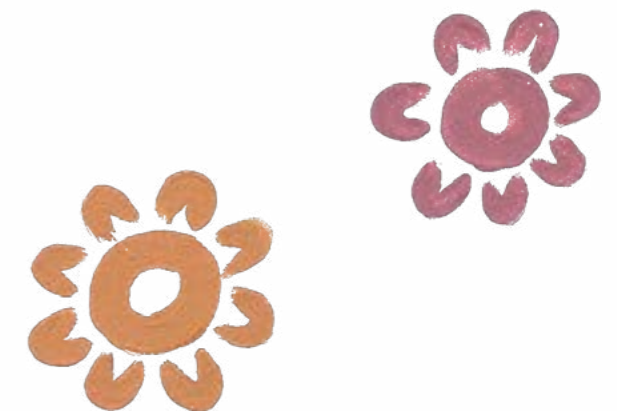
Refer Diagram 2 below. The purpose of this Committee is to discuss priorities to address specific health needs of Aboriginal and or Torres Strait Islander peoples and implement and monitor strategies to meet those needs. It is an opportunity to share how hospitals can develop meaningful, lasting relationships with their local Indigenous community, how to redress past wrongs and move towards an equitable healthcare system for all Australians. The continuing impacts on health and wellbeing are evident in the unacceptable gaps between Aboriginal and Torres Strait Islander people and other Australians in health outcomes, including infant and child mortality, disease burden, and life expectancy.



Diagram 2: Governance Structure for the National Reconciliation Team/Committee

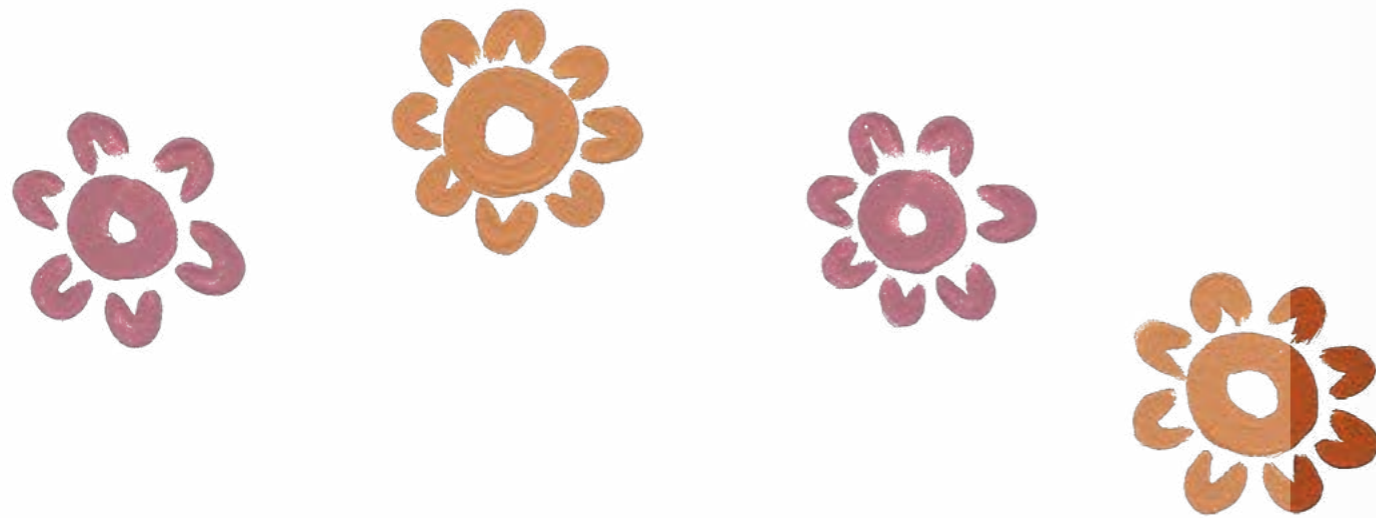
Key changes on our reconciliation journey include:

- Increased staff awareness of the cultural values and beliefs, with almost 70% of staff having undertaken cultural competency training for best practice. Healthscope aims to have >90% by the end of the current Innovate RAP September 2024. Negotiations are in progress with Aboriginal and Torres Strait Islander Consultants who are developing a tiered learning package tailored to Healthscope's needs. The tiered learning will be appropriate to different designated work groups across the business. For example, there will be learning packages for clinical, non-clinical support, admission and administrative staff.
- Healthscope has an Acknowledgment of Country Policy. This policy sets the expectation that all events and committee meetings will acknowledge the traditional custodians of the land on which they meet. Prior to developing our first RAP, there was no such policy and an Acknowledgment of Country was not practiced. This practice has helped bring our Aboriginal and Torres Strait Islander histories and heritage to the fore of our business.
- Appropriateness of Care policy in draft - This policy aims to inform staff about the customs, values and beliefs of Aboriginal and Torres Strait Islander people's in relation to their health. It outlines how Aboriginal health is not just the physical well-being of an individual, but refers to the social, emotional and cultural well-being of the whole Communities in which each individual is able to achieve their full potential thereby bringing about the total well-being of their Communities.
- NAIDOC and National Reconciliation Weeks are key dates in the Healthscope calendar. These were celebrated across the business in a variety of ways. The difficulties of COVID may have stopped some of the "face to face" activities planned for 2021, however every part of the Healthscope business managed to acknowledge and celebrate these weeks either via virtual groups, screen savers on all PC's, poster and historic displays, menus / meal service tray cards and social media releases to name a few. The journey of developing a RAP has seen the profile of Aboriginal and Torres Strait Islander peoples and the cultures and histories elevated to a level not seen within our business previously.
- There has also been an organisation wide emphasis on embedding the opportunity for stakeholders to self-identify as being Aboriginal and Torres Strait Islander peoples. Healthscope front line staff have been provided with culturally sensitive training, visual and written aids about asking the question which has given them the knowledge and confidence to explain the purpose of why we ask. By implementing this training, we hope to achieve a culturally safe way for Aboriginal and Torres Straits Islander peoples to self-identify and provide cultural safe care.



- Identification policy in draft. Health service providers will be required to establish processes to accurately identify and record Aboriginal and Torres Strait Islander status. These processes should ensure that all people, regardless of appearance and across all service areas, are asked whether they identify as being of Aboriginal and/or Torres Strait Islander origin. Our People and Culture department are reviewing existing anti-discrimination policies to ensure inclusion of Aboriginal and Torres Strait Islander needs to ensure Healthscope policies promote self-determination for Aboriginal and Torres Strait Islander peoples across a range of social, economic and health indicators. These include exposure to racism across all domains of contemporary Australian society with associated harmful effects on their health and wellbeing.
- Prior to commencing our reconciliation journey, no Healthscope policies incorporated the cultural needs of Aboriginal and Torres Strait Islander peoples. Healthscope will consult with our consumers (Aboriginal and Torres Strait Islanders and non-Indigenous Australians) to ensure our people and culture policies are reflective of the needs of Aboriginal and Torres Strait Islander peoples and inclusive of all Australian communities.

- Since developing the Reflect RAP, Healthscope now chooses to engage Aboriginal and Torres Strait Islander caterers for corporate functions. There has been a palpable shift in the mindset of our Executive and it is hoped this example from the leadership group will flow through the entire business.
- Procurement are also exploring additional Aboriginal and Torres Strait Islander suppliers – cleaning products is one example. A barrier for procurement in the past has been related to cost and the scale of supply required.



Hospital Highlights

- The team at Norwest Private Hospital along with NSW/ACT State Manager unveiled four beautiful art pieces by Aboriginal and Torres Strait Islander peoples artist Karen Lee as a way of reaffirming the hospital's commitment to continued engagement with their local Aboriginal and Torres Strait Islander peoples community.
- Acknowledging the Aboriginal land on which Norwest Private sits, and paying respect to Elders past, present and emerging, Elder Graham Davis King held a Smoking Ceremony for the unveiling.
- The General Manager met with the incredibly talented Karen Lee and together they explored Norwest's journey including their beginning, life, people and land. The project gave the team the unique opportunity to recognise and celebrate the Traditional Custodians of the land on which Norwest sits.
- Each of the four (4) pieces represent important elements of the Aboriginal and Torres Strait Islander peoples, histories of the Hills district, the historic Bella Vista farm, the cultural diversity of our people, doctors, partners, patients and families, and the natural environment on which our hospital stands. The pieces are now on display in the hospital's entrance foyer. Karen Lee and Elder Graham Davis King are continuing their partnership with the hospital on this journey.
- John Fawkner Private Hospital Victoria has established excellent relations with the local Merri-bek Council and sits on their Reconciliation Committee. This has fostered improved relations with local Elders who have visited the hospital and provided input on a number of fronts, including establishing an Aboriginal and Torres Strait Islander peoples mentor program, Aboriginal and Torres Strait Islander peoples health information packages and a monthly newsletter article to highlight a few of the initiatives underway at John Fawkner. We look forward to continuing to deepen and improve this relationship.
- We are currently exploring the opportunity to sponsor a nursing traineeship for Aboriginal and Torres Strait Islander students. Healthscope currently has an Aboriginal nurse that took part in a nurse training course for Aboriginal and Torres Straits Islander peoples in NSW. She has told us about her experience and how grateful she was for such an opportunity.



RELATIONSHIPS

By building strong relationships between Aboriginal and Torres Strait Islander peoples and working together, we can listen, learn and make a positive difference. As the only national private hospital provider and operator of the largest private hospital in Darwin, Healthscope hopes to play an integral role in improving health outcomes for Australian Aboriginal and Torres Strait Islander peoples. We also hope to enrich and provide opportunities for Aboriginal and Torres Strait Islander people to gain employment, develop professional skills and participate in the nation's economy, while maintaining a continued connection to Country. Aboriginal and Torres Strait Islander cultures enrich the diversity of Australia's society, provides deep links into ancient cultural histories, offer different views to living in this country and a wealth of stories. Healthscope aims to improve the cultural awareness and competency of our workforce to better meet the needs of its Aboriginal and Torres Strait Islander patients and foster improved and lasting relations with Aboriginal and or Torres Strait Islander peoples. Our relationship with Aboriginal and Torres Strait Islander peoples would be mutually beneficial and will enable us to provide better care to some of our most vulnerable patients.

Focus area: Our People direction, which aims to build a destination workplace that grows careers, leaders and a culture that makes a difference.

RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Aug 2024	General Counsel
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2024	General Counsel
	• Expand One Nation relationship with the aim of purchasing more consumables from this organisation. • Explore a more direct relationship with the Aboriginal and Torres Strait Islander people company called "One Nation". Currently, the Healthscope parent company; Brookfield's, is the member.	Mar 2025	Chief Operating Officer (COO)
	• All sites to be encouraged to establish local reconciliation committee/s with Aboriginal and Torres Strait Islander representation on a local – a register will be established to monitor this by site.	Aug 2024	National Manager Patient Reported Experience and Outcomes

RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff via email, webex forum, social media and newsletters, including address from the CEO to the wider business.	May 2024 & May 2025	Chief People Officer
	• Procure catering for NRW 2024 and 2025 from one or more Aboriginal and Torres Strait Islander caterers. This will build on our past relationship with Mabu Mabu catering.	May 2024 & May 2025	General Counsel
	• Develop and maintain a data base to capture all internal National Reconciliation Week activities across the organisation, for the purpose of sharing activities and ideas both internally within the business and publically via social media when appropriate and with consent from participants.		
	• RAP Working Group members to participate in an external NRW event. ◦ Organise a corporate morning tea and address by Healthscope CEO to celebrate and recognise NRW 2024.	Jun 2024	RAP Steering Committee
	◦ Organise a corporate morning tea and address by Healthscope CEO to celebrate and recognise NRW 2025.	Jun 2025	RAP Steering Committee
	◦ Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW 2024.	Jun 2024	RAP Steering Committee
	◦ Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW 2025.	Jun 2025	RAP Steering Committee
• To acknowledge National Sorry Day through National Sorry Day screensaver theme across the whole organisation.	May 2024	Chief People Officer	

RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW). ...continued	• To acknowledge National Sorry Day through National Sorry Day screensaver theme across the whole organisation.	May 2025	Chief People Officer
	• Organise at least one Corporate NRW event each year.	Jun 2024	General Counsel
	• To acknowledge NRW, and all screen savers will be changed to the 2024 NRW theme across the organisation.	May 2024	Chief People Officer
	• To acknowledge NRW, and all screen savers will be changed to the 2025 NRW theme across the organisation.	May 2025	Chief People Officer
	• Promote National Reconciliation Week via internal and external digital media channels	May 2024, 2025	Chief People Officer
	• Register our NRW events on Reconciliation Australia's NRW website .	Jun 2024 & Jun 2025	RAP Coordinator
Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Apr 2025	Chief People Officer
	• Communicate our commitment to reconciliation publicly via our website and social media platforms.	Feb 2024	Chief People Officer
	• Inclusion of Healthscope staff whom identify as being Aboriginal and Torres Strait Islander in relevant policy reviews in the same way we earn the consumer tick of approval for other policies.	Apr 2025	Chief Medical Officer
	• Upload hospital site activities relating to Aboriginal and Torres Strait Islander peoples to the Healthscope website, social media platforms and intranet. It is hoped that by sharing hospital activities internally and externally this will motivate and encourage shared learning and behaviours toward reconciliation.	Sep 2025	Chief People Officer
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Sep 2025	Chief Operating Officer

RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence. ...continued	• Explore opportunities to establish relationships with other like-minded organisation to develop ways to advance reconciliation. For example; expanding our current relationship with The Fred Hollows Foundation.	Dec 2024	General Counsel
Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Mar 2025	Chief People Officer
	• Implement, and communicate an anti-discrimination policy for our organisation.	Oct 2025	Chief People Officer
	• Ensure all key HR policies are inclusive of Aboriginal and Torres Strait Islander peoples' needs and promote self-determination.	Dec 2025	Chief People Officer
	• Research best practice and policies in areas of race relations and anti-discrimination	Dec 2024	Chief People Officer
	• In support of self-determination, develop a First Nations "tick of approval" for relevant policies related to human resources and inclusion, as we have done with the "consumer approval tick".	Dec 2025	Chief People Officer
	• Review of existing Policy 4.23 - Equal Employment Opportunity- Harassment and Discrimination to ensure Aboriginal and Torres Strait Islander peoples are adequately and respectfully represented and acknowledged.	Dec 2024	Chief People Officer
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy and training resources.	Jan 2025	Chief People Officer
	• Educate senior leaders on the effects of racism.	Apr 2025	Chief People Officer

The goal of cultural respect at Healthscope is to uphold the rights of Aboriginal and Torres Strait Islander peoples to maintain, protect and develop their cultures and achieve equitable health outcomes. Through this plan we aim to work with Aboriginal and Torres Strait Islander communities to foster and support equity and access to health care by providing culturally safe environments, developing capacity within our facilities, and developing partnerships which aim to close the gap on health outcomes and inequities between Aboriginal and Torres Strait Islander peoples and the wider community. At Healthscope “we work together for better care”.

Focus area: Deliver Exceptional patient care and clinical outcomes

RESPECT			
Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a baseline survey of staff cultural knowledge.	Feb 2025	Chief People Officer
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Dec 2024	Chief People Officer
	• Develop, implement and communicate a cultural learning strategy for our staff.	Jun 2025	Chief People Officer
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Oct 2024	General Counsel
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Sep 2024	General Counsel
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Jun 2024	RAP Coordinator
	• Develop and communicate an End of life Management of the Deceased and Appropriate Cultural Care strategy across organisation.	Jul 2025	Chief Medical Officer

RESPECT			
Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. ...continued	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jul 2024 Jul 2025	Chief People Officer
	• Continue to uphold the Healthscope Acknowledgment of Country Policy to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jul 2024	RAP Coordinator
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2024	RAP Coordinator
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jul 2025	Chief People Officer
	• Promote and encourage participation in external NAIDOC events to all staff.	Jul 2025	Chief People Officer
	• Integral to the Healthscope reward and recognition program, develop an annual reward system for participation in external activities celebrating National Reconciliation week and or NAIDOC week.	Dec 2025	Chief People Officer



OPPORTUNITIES

In the spirit of reconciliation, Healthscope acknowledges the gap in not only healthcare outcomes, but life opportunities are also needed for Aboriginal and Torres Strait Islander peoples. We aim to foster an organisation that benefits from the diversity of perspectives in our workforce and to become an employer of choice for First Nations peoples.

Providing employment and development opportunities in the healthcare sector will help provide a safer and welcoming healthcare setting for Aboriginal and Torres Strait Islander people as well as professional development opportunities.

Focus area: Partners – Support Visiting Medical Officers (VMOs) and other partners to excel and grow with us

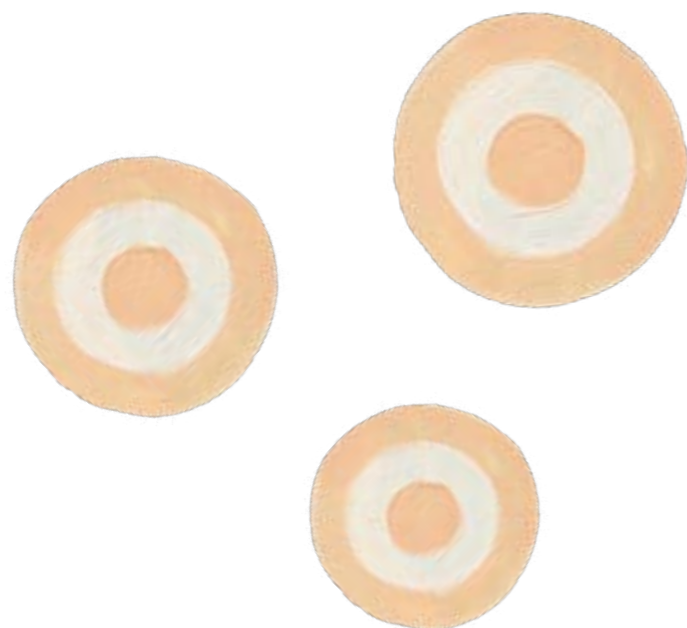
OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2024	Chief People Officer
	• Provide culturally appropriate ways for employees to voluntarily self-identify as Aboriginal and/or Torres Strait Islander peoples staff (during on-boarding & staff surveys).	Dec 2024	Chief People Officer
	• Review internal data in relation to the separation of First Nations employees from the past (Jan 2020 to Dec 2022) to inform the creation of the retention and development strategy for Aboriginal and Torres Strait Islander peoples.	Dec 2025	Chief People Officer
	• Increase the HSP Aboriginal and Torres Strait Islander workforce from 0.004% to 1% by December 2025.	Dec 2025	Chief People Officer
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Jun 2025	Chief People Officer
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Sep 2025	Chief People Officer
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2024	Chief People Officer

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. ...continued	• Explore Nursing traineeships and Koolin Balit training grants which were available from Government in 2020.	Dec 2024	National Manager Patient Reported Experience and Outcomes
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Apr 2025	Chief People Officer
	• Identify relevant Aboriginal & Torres Strait Islander peoples employment stakeholders for future potential recruitment.	Nov 2024	Chief People Officer
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2024	Chief People Officer
	• Explore opportunities to partner with external providers to create traineeship opportunities for Aboriginal and Torres Strait Islander employees. For example; a cadetship program for nursing.	Dec 2025	Chief People Officer
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Apr 2025	Chief Operating Officer
	• Investigate Supply Nation membership.	Apr 2025	Chief Operating Officer
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Apr 2025	Chief Operating Officer
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Apr 2025	Chief Operating Officer
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Jan 2025	Chief Operating Officer

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. ...continued	<ul style="list-style-type: none"> Procure contract with an Aboriginal and Torres Strait Islander supplier to supply all cleaning products to HSP. It is hoped at least 50% of hospital sites will be supplied in the first contractual period. 	Dec 2025	Chief Operating Officer
	<ul style="list-style-type: none"> Explore further procurement opportunities beyond One Nation, in particular from the smaller Aboriginal and Torres Strait Islander businesses we have identified from our previous research. All members of the RAP Steering Committee to help drive uptake by hospital sites. 	Dec 2024	Chief Operating Officer
Improve Service Delivery outcomes	<ul style="list-style-type: none"> Create a culturally appropriate patient admission risk assessment strategy to identify opportunities to provide advice and/or services relating to follow patient up care. 	Dec 2024	Chief Medical Officer
	<ul style="list-style-type: none"> Develop culturally appropriate systems to monitor patient referrals to Aboriginal and Torres Strait Islander Health Services that include provisions to evaluate outcomes where relevant to the continuity of patient care. 	Dec 2025	Chief Medical Officer



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Steering Committee (RSC) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander peoples representation on the RAP Steering Committee (RSC). 	Jun 2024	General Counsel
	<ul style="list-style-type: none"> Review Terms of Reference for the RSC. 	Mar 2024	General Counsel
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	Dec 2024	General Counsel
	<ul style="list-style-type: none"> Invite Aboriginal and Torres Strait Islander peoples to participate in the National Reconciliation Team. 	Jun 2024	Chief Medical Officer
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Maintain a Senior Leader in the role of RAP Champion to champion RAP internally. 	Jul 2024	General Counsel
	<ul style="list-style-type: none"> Maintain First Nations representative on The National Cultural Diversity and Inclusion Committee. 	Apr 2025	Chief Medical Officer
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	Apr 2025	General Counsel
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	Apr 2024	General Counsel
	<ul style="list-style-type: none"> Ensure milestones in the implementation of our RAP are communicated effectively across the business Quarterly updates to be provided via the corporate communications team reporting system. 	Jul 2025	Chief People Officer
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire 	Jun 2025	RAP Coordinator
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	Dec 2025	RAP Coordinator
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	Mar 2024/2025 Jun 2024/2025 Sep 2024/2025	RAP Coordinator

GOVERNANCE			
Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. ...continued	• RAP Progress to be tabled at Executive Leadership team – High level reporting.	Sep 2024	General Counsel
	• Publicly report our RAP achievements, challenges and learnings, annually.	Sep, annually	RAP Coordinator/ General Council
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Feb 2025	General Counsel/ RAP Coordinator
Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2025	General Counsel

This guide has been developed with reference to:

The Wardliparingga Aboriginal Research Unit of the South Australian Health and Medical Research Institute. National Safety and Quality Health Service Standards user guide for Aboriginal and Torres Strait Islander health. Sydney: Australian Commission on Safety and Quality in Health Care; 2017.

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V2_02/2024