



Reflect Reconciliation Action Plan

FEBRUARY 2025 - JUNE 2026





Message from our CEO

Catholic Healthcare's commitment to advancing reconciliation with Aboriginal and Torres Strait Islander peoples through this **'Reflect' Reconciliation Action Plan (RAP)** is a meaningful and important milestone.

This plan signifies our continued dedication to developing respectful relationships, enhancing cultural awareness, and creating opportunities for Aboriginal and Torres Strait Islander communities within the areas we operate in, including Residential Care, Home and Communities, and Retirement Living across New South Wales and Southeast Queensland.

The endorsement by the Catholic Healthcare Board Executive team, and across the broader organisation reflects a collective effort to make a positive difference. Using Reconciliation Australia's framework and guidance, Catholic Healthcare aims to create long-term, meaningful change that acknowledges the importance of reconciliation and the role it plays in achieving equality and inclusivity within the aged care sector and beyond. This program of work complements our mission to create inclusive and connected communities for older people.

Josh McFarlane
Chief Executive Officer
Catholic Healthcare

This Reflect RAP deepens the foundation for engagement and supports the development of future strategies at Catholic Healthcare that will positively impact the lives of Aboriginal and Torres Strait Islander peoples, both in the workforce and the wider community. The ability to provide a culturally responsive service, with a workforce who has an improved understanding of Aboriginal and Torres Strait Islander peoples, will improve how Catholic Healthcare can connect and establish strong bonds with First Nations communities.

Statement from CEO of Reconciliation Australia

Inaugural Innovate RAP

Reconciliation Australia congratulates Catholic Healthcare on continuing its reconciliation journey by formally endorsing Catholic Healthcare's second Reflect Reconciliation Action Plan (RAP).

Through this plan, Catholic Healthcare continues to play an important role in a network of more than 2,500 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 continues the journey and primes the workplace for future RAPs and reconciliation initiatives.



Karen Mundine
Chief Executive Officer, Reconciliation Australia

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 to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

Congratulations Catholic Healthcare on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.





About the Art

Piece titled “Threads of Connection”

Guided by Catholic Healthcare’s mission to promote dignity, life, and spirituality through inclusive and connected communities, Threads of Connection reflects the shared journey of growth and unity.

The central element represents the organisation’s commitment to nurturing the body, mind, and spirit of its residents and clients, while the surrounding smaller elements highlight the diversity of people and communities brought together by a common purpose.

The journey lines and footprints weave a narrative of shared paths, guided by wisdom and enriched by the deep connection to Country. The tracks further symbolise respect for and engagement with First Nations people.

This aligns with Catholic Healthcare’s dedication to fostering relationships that seek guidance, inclusion, and collaboration with Aboriginal and Torres Strait Islander stakeholders.

This piece encapsulates the values within Catholic Healthcare’s Reconciliation Action Plan, honoring the strength found in connection, inclusivity, and the shared mission to enrich lives across all communities.

It invites all who view it to join in this shared journey, striving for a brighter, more harmonious tomorrow.



About the Artist

Jay Hobbs

Jay is a proud descendant of the Kuku Yalanji people of North Queensland and the Erub/Meriam Mir people of the Torres Strait. As the founder and creative director of Smyth Studio, Jay brings over a decade of experience in design, spanning private, government, and defence sectors.

Jay's connection to his cultural heritage has grown through his exploration of art and design, allowing him to reconnect with and celebrate his roots later in life. Living and working on Gubi Gubi country, Jay draws creative inspiration from the natural beauty surrounding him—beaches, mountains, and countryside—infusing a sense of place and cultural depth into his projects.

Under his leadership, Smyth Studio has become a leading name in Indigenous branding and art services, blending cultural storytelling with contemporary design. Jay is passionate about creating meaningful visual narratives that foster understanding, connection, and a celebration of First Nations culture.



Through his work, Jay aims to contribute to the preservation of cultural identity and to support organisations in engaging with and respecting Indigenous heritage in authentic and impactful ways.




Our Business

Catholic Healthcare is a trusted, leading not-for-profit provider of residential aged care, home and community services, and retirement villages in NSW and Southeast Queensland. We have a strong and proud history of providing care and support to people of all faiths, backgrounds, and ethnicities for 30 years. Catholic Healthcare was established in 1994 by the Bishops of NSW and the Australian Capital Territory as a response to changing needs in the provision of health, aged, and community services.

We are passionate about enriching our residents' and clients' lives and offer services to nurture the body, mind, and spirit.

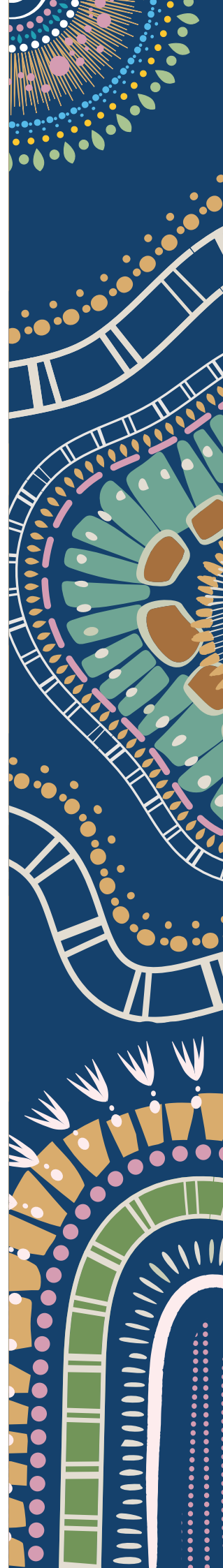
Our model of care is based upon relationships using a person-centred, holistic approach that focuses on the wellbeing of older people, with a continuum of care that is tailored, flexible and covers every stage of life's journey. Catholic Healthcare operates 41 residential aged care homes serving more than 2,700 residents, 13 retirement living communities home to more than 550 independent seniors, and home and community services to 7,000 clients.

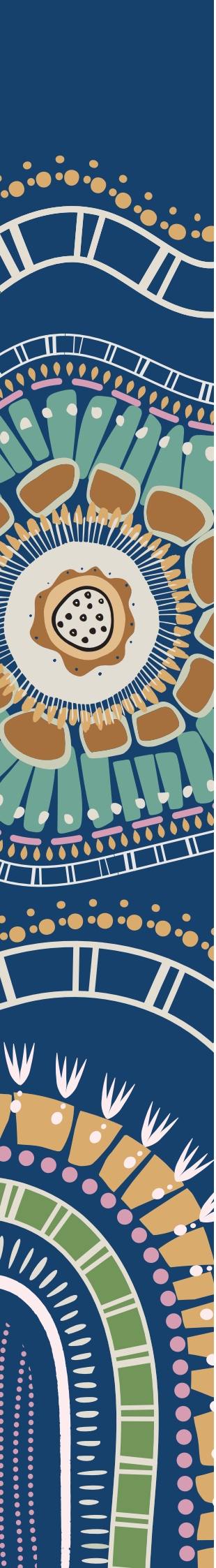
Catholic Healthcare employs approximately 5,500 employees and has 700 volunteers. Our wonderful volunteers provide much-needed social support to our clients and residents. Whether it is making a regular phone call, spending time with a resident or client in their home, assisting with art and craft or on bus outings, it makes an enormous difference, especially if they are lonely or isolated.



Catholic Healthcare has just implemented a new Human Resources Information System, which enables us to capture data on employees who identify as Aboriginal or Torres Strait Islander. This is an exciting step forward for Catholic Healthcare, as we previously could not capture this information. Further work will be done to create awareness of this tool, including consultation with employees who identify as Aboriginal or Torres Strait Islander.

There will also be further improvements for the provision of care and services to meet the goals, preferences, and needs of our older people in their communities including offering opportunities for self-identification of First Nations identity when engaging with Catholic Healthcare. It is anticipated that the ability of older people to openly share and disclose their cultural heritage will be an essential step in forming trusting and meaningful relationships.





OUR MISSION

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

Our service to Australia's ageing community reflects the love and compassion defined by Jesus in the story of the Good Samaritan. We uphold the intrinsic dignity of all those we serve

by focusing on holistic, person-centred care that fosters living life to the full. This mission continues the tradition of providing care and support to all faiths, backgrounds, and ethnicities.

OUR VALUES

Our organisation's values—courage, compassion, and integrity—are reflected in the behaviour of our employees, our model of care, and our attitudes.

Our services support communities across metropolitan and regional areas of New South Wales and Southeast Queensland.

Residential Aged Care

Batehaven	Forbes	Lewisham	Randwick
Bathurst	Fortitude Valley	Matraville	Revesby
Berkeley	Grafton	Mayfield West	South Hurstville
Blacktown	Hamlyn Terrace	Mona Vale	Surry Hills
Casula	Hunters Hill	Mullumbimby	Tumut
Coffs Harbour	Kemps Creek	New Lambton	Unanderra
Croydon	Kirrawee	Northbridge	Wagga Wagga
Dubbo	Kogarah	Norwest	Wahroonga
East Sydney	Lane Cove North	Orange	Wentworth Falls
Eastern Heights			

Home & Communities

Blacktown	Hornsby	Mona Vale	Penrith
Bondi	Hurstville	Mudgee	Strathfield
Casula	Lane Cove	Newcastle	Sydney
Coffs Harbour	Liverpool	North Shore	Wagga Wagga
Cronulla	Manly	Orange	Wentworth Falls
Dubbo	Maroubra	Parramatta	Young
Gosford			

Retirement Living

Berkeley	Forbes	Mona Vale	Towradgi
Blacktown	Kemps Creek	Orange	Wagga Wagga
Croydon	Lane Cove North	Springwood	Wahroonga

Our RAP

Catholic Healthcare seeks to strengthen and build relationships with Aboriginal and Torres Strait Islander peoples through the development of its second Reflect Reconciliation Action Plan. This plan complements our Cultural Safety, Diversity and Inclusion Policy, which will be led by the Chief of Mission Integration (CMI) with support from the Board of Catholic Healthcare Limited and

the Executive Leadership team led by CEO Josh McFarlane. The CMI will be the Chair of the RAP Working Group (RWG) and the RAP Champion on behalf of the Executive Leadership team. The RWG includes leaders from Catholic Healthcare, with one member identifying as an Aboriginal or Torres Strait Islander person.

The members of the RWG are:

Nicola Rosenthal
Regional Manager

Northern NSW Region
Home and Communities
Lives on Awabakal Country

Malcolm Grice
Service Management
Office Manager

Information Technology
Lives on Dharug Country

Andy Norton
Procurement Manager

Procurement
Lives on Darkinjung Country

Anna Wallace
Senior Recruitment Partner

Human Resources
Lives on Garigal Country

Rachel Evans
Learning & Development
Specialist

Human Resources
Lives on Burrumattagal Country

Kelly Sygrave-Kumar
Senior Communications
Manager

Strategy and Growth
Lives on Dharug Country

Kath Nicholls
Senior Wellbeing & Leisure
Manager

Residential Aged Care
Lives on Gumbainggir Country

Regine Nochete
Regional Support Manager

Residential Aged Care
Lives on Dharug Country

Kylie Bennett
Clinical Policies Manager

Practice, Quality & Risk
Lives on Dharug Country

Rachel Sparks
RAP Implementation Specialist

Practice, Quality & Risk
Lives on Dharug Country

Fiona Smith
Mission Manager
Spiritual Wellbeing

Mission
Lives on Dharug Country

Nehme Khattar
Chief of Mission Integration

(Chair and RAP Champion)
Lives on Dharug Country

David Krakowszky
Development Manager

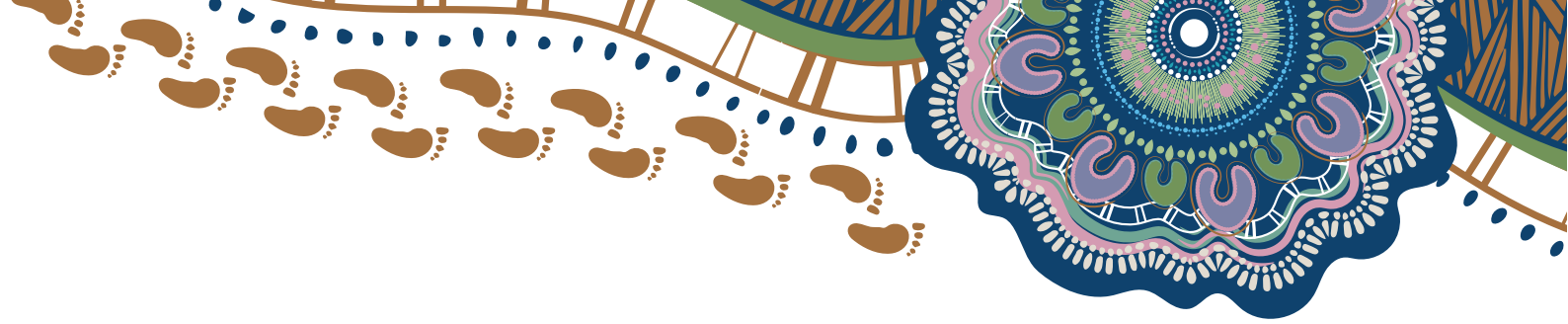
Property
Lives on Wangal Country

Daniela Siggelkow
Village Manager

Retirement Living
Lives on Wallumattagal Country

Maria Carnevale
Regional Wellbeing & Leisure
Specialist

Residential Aged Care
Lives on Dharug Country



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

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

Following a period of organisational change, Catholic Healthcare began its second RAP (Reflect), in September 2022, but due to COVID-19 challenges, it was launched during NAIDOC Week 2023. In time, it was well received, with key highlights and deliverables around Acknowledgement of Country, NAIDOC Week, and National Reconciliation Week employee awareness, education, and celebration. The RAP also encountered challenges with changes to the leadership team, RWG membership, and RAP Champion, resulting in unmet key deliverables.

As we look towards the future, we seek to learn from the past and draw on the enthusiasm and passion of our employees who want to deeply engage in the journey of reconciliation. We aim to re-engage with Reconciliation Australia, providing this Reflect RAP document as a foundation. We are committed to building and developing Respect, Relationships, Opportunities, and Governance for Aboriginal and Torres Strait Islander peoples within the aged care sector and in the communities in which we work.

In this revised Reflect RAP, we will prioritise education, recruitment, and building relationships as our key goals. Our RAP will include:

Improved governance around RAP reporting through both the Board and Executive Leadership team.

Revising and expanding the RWG to include a member of each department across Catholic Healthcare, ensuring deliverables are rolled out across the organisation.

Ensure the RWG includes members who identify as Aboriginal or Torres Strait Islander.

Greater commitment to engagement with First Nations stakeholders to seek guidance and advice, including partnerships in the recruitment of employees.

As we continue the journey towards reconciliation, Catholic Healthcare continues its commitment to learning from Aboriginal and Torres Strait Islander peoples. Their culture demonstrates a profound sense of inclusion and respect for their Elders. We are in awe of their years of lived experience, which contribute to wise counsel, guidance, and support for many. We pay our respects to Elders, past and present.

Our Partnerships & Current Activities

Catholic Healthcare continues to grow its networks to provide services and opportunities in partnership with Aboriginal and Torres Strait Islander peoples. Key partners include:

Culturally Connected Care

Western Sydney ITC provides the Aboriginal and Torres Strait Islander community with the care, resources, and support they need to manage their chronic health conditions through understanding the barriers facing many in our community and working to overcome these barriers together and without judgment through culturally appropriate health services.

Referral pathway used by Catholic Healthcare service settings for First Nations persons with chronic health conditions within the Western Sydney Primary Health Network region.

Hire First

Australia's First Nations Job Community supports First Nations peoples in finding suitable jobs and building successful careers by empowering individuals with the skills they need for a brighter future, honouring their cultural heritage while helping them thrive in their careers.

Catholic Healthcare's partnership focuses on providing employment opportunities within its business units and departments. It provides pathways for successfully enriching careers for First Nations peoples who want to be part of providing dignified care and services to older people within our various communities across NSW and SE QLD.

Community Engagement

Carers NSW is a part of Carer Gateway and provides services and support for anyone caring for a family member or friend who is living with a disability, a long-term medical condition, mental illness, alcohol or drug dependency or someone frail due to age in the Hunter New England, Central Coast and North Coast of NSW.

Catholic Healthcare partners with Carers NSW in a range of services to carers, including specific carer support groups for First Nations communities in the areas of mental health, neurodivergence, and sensory impairment.

Wellness on Country

Galambila Aboriginal Health Service in Coffs Harbour NSW provides primary health care services for Aboriginal people and their families residing in Gumbaynggirr Country. Its aim is to close the gap and keep Aboriginal people healthy and living longer.

GPs support our clients with preventative health advice and arrange treatment for illness and disease including chronic conditions, organise referrals to medical specialists and allied health services that are not available in Galambila and to help First Nations clients to achieve wellness through prevention, treatment and health management activities.





Caring for Community

Bungree Aboriginal Association is a multi-service organisation delivering programs and services for children, families, Elders, as well as people with disability, and disadvantaged community members to the Central Coast, as well as parts of Newcastle and the Upper Hunter in New South Wales.

Catholic Healthcare works closely with Bungree in the Central Coast in the areas of housing support, Carefinder, and care for vulnerable communities as part of the variety of services offered by our Home and Communities teams.





Relationships

Action	Deliverable	Timeline	Responsibility
01 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence by developing a stakeholder and resource list for each of our homes and service areas to enhance connection with the local Aboriginal and Torres Strait Islander community.	April 2025	Lead: Regional Manager, HC Support: Regional Support Manager - RAC
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	Lead: Clinical Policies Manager
02 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees via email and on our Connect Hub (intranet) to raise awareness.	May 2025 May 2026	Lead: Senior Communications Manager Support: Mission team
	Develop a plan to celebrate NRW and key events across the organisation.	April 2025 April 2026	Lead: Clinical Policies Manager Support: Wellbeing and Leisure team
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 & 2026	Lead: Clinical Policies Manager
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 & 2026	Lead: Chief of Mission Integration
03 Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Sept 2025	Lead: Team Administrator - Practice and Quality Support: Human Resources
	Review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Nov 2025	Lead: Human Resources

Reconciliation Action Plan Working Group : **RWG**
 Learning and Development : **L&D**
 Residential Aged Care : **RAC**
 Home and Communities : **HC**

Retirement Living : **RL**
 Human Resources : **HR**
 Information Technology : **IT**



Relationships

Action	Deliverable	Timeline	Responsibility
04 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all employees regularly within Catholic Healthcare events, reflections, newsletters, ELT Weekly Video Updates, and other communication channels by developing a communication plan.	April 2025	Lead: Senior Communications Manager
	Identify external stakeholders our organisation can engage with on our reconciliation journey including healthcare and aged care organisations.	June 2025	Lead: Clinical Policies Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2025	Lead: Regional Manager, HC Support: RAC / RL team
	Continue to develop a plan to raise awareness across the organisation about the RAP commitment, particularly with key internal stakeholders, e.g., Executive Leadership team, business managers, and regional managers.	April 2026 Check-in July, Oct 2025 March 2026	Lead: Chief of Mission Integration Support: Communications team
	Review and update the RAP Hub (intranet) with all resources: education, events, and templates.	April 2025	Lead: Service Management Office Manager – IT Support: Communications team
	Promote understanding, value, and recognition of Aboriginal and Torres Strait Islander peoples and cultures through RAC lifestyle and spiritual and pastoral care coordinators, as well as L&D opportunities.	Aug 2025	Lead: Senior Wellbeing and Leisure Manager
	Host an internal event at Catholic Healthcare’s head office to reaffirm our commitment to reconciliation with the launch of our second Reflect RAP. We will invite local First Nations organisations to participate and engage a local elder to conduct a Welcome to Country. We plan to host a Q&A session with a First Nation elder about reconciliation and the role Catholic Healthcare can play.	Feb 2025	Lead: Senior Communications Manager Support: Mission team
	Promote Aboriginal and Torres Strait Islander cultures through naming conventions in local Aboriginal languages where possible, in consultation with Elders and Traditional Owners.	Feb 2026 Check-in Aug 2025	Lead: Chief of Mission Integration Support: Human Resources





Respect

Action	Deliverable	Timeline	Responsibility
05 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case or action plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Oct 2025	Lead: Clinical Policies Manager Support: Mission team
	Conduct a review and training gap analysis of cultural learning needs within our organisation.	April 2025	Lead: Learning and Development Specialist
	Develop a partnership with an external organisation to develop an online education module targeting all Catholic Healthcare employees, focusing on Acknowledgment of Country and creating a safe and inclusive environment for Aboriginal and Torres Strait Islander peoples. This may include organisations like National Aboriginal Community Controlled Health Organisation (NACCHO) and local Aboriginal Medical Services (AMS).	Sept 2025	Lead: Learning and Development Specialist Support: Practice Quality and Risk team
	Develop an online cultural safe care module for all new employees as part of onboarding.	July 2025	Lead: Learning and Development Specialist
	RWG members are to attend at least one cultural learning program annually, where possible, and share learnings and resources with others.	Oct 2025 April 2026	Lead: Learning and Development Specialist
	Develop Aboriginal and Torres Strait Islander resources for reflective practice at the beginning of the meeting as a part of the Making Space toolbox initiative within the Formation for Mission Policy.	April 2025	Lead: Mission Manager, Spiritual Wellbeing
06 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.	April 2026 Check-in July, Oct 2025 April 2026	Lead: Regional Manager, HC Support: Regional Support Manager - RAC
	Increase our employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, by developing, updating, and promoting resources on the RAP Hub.	March 2025	Lead: Clinical Policies Manager Support: Mission team
	Develop protocols document for palliative care and end-of-life care for Aboriginal and Torres Strait Islander peoples.	July 2025	Lead: Mission Manager, Spiritual Wellbeing Support: Senior Wellbeing and Leisure Manager
	Encourage and support Catholic Healthcare services to create and display an Acknowledgement of Country plaque at each home, centre or office.	June 2025	Lead: Senior Communications Manager Support: RAC / RL / HC Managers
07 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	June 2025 & 2026	Lead: Chief of Mission Integration Support: Senior Communications Manager
	Develop a plan to celebrate key events, including NAIDOC Week, across the organisation.	April 2025 & 2026	Lead: Mission Manager, Spiritual Wellbeing Support: Senior Wellbeing and Leisure Manager
	Introduce our employees to NAIDOC Week by promoting external events in our local areas.	June 2025 & 2026	Lead: Clinical Policies Manager
	The RAP Working Group will participate in an external NAIDOC Week event.	First week in July, 2025 & 2026	Lead: Chief of Mission Integration



Opportunities

Action	Deliverable	Timeline	Responsibility
08 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 as part of the First Nations Participation Plan.	July 2025	Lead: Senior Recruitment Partner
	Develop partnerships with external employment providers and organisations to promote direct referrals of First Nations job seekers and to build brand awareness at events of our commitment to First Nations employment.	Feb 2026 Check-in June, Oct 2025 March 2026	Lead: Senior Recruitment Partner
	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Ongoing as part of the Operations PCI process Check-in June, Oct 2025 March 2026	Lead: Senior Recruitment Partner
09 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and review the business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Sept 2025	Lead: Procurement Manager
	Investigate Supply Nation membership.	Sept 2025	Lead: Procurement Manager
10 Build culturally safe and inclusive residential aged care homes and retirement villages for Aboriginal and Torres Strait Islander peoples.	Develop building protocols to ensure new developments are designed with relevant guidelines.	Nov 2025	Lead: Procurement Manager
	Review signage guidelines to include Aboriginal and Torres Strait Islander peoples.	Nov 2025	Lead: Development Manager - Property
	Encourage and support First Nations clients to join our Customer Advisory Group.	May 2025	Lead: Development Manager - Property





Governance

Action	Deliverable	Timeline	Responsibility
11 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Feb 2025	Lead: Chief of Mission Integration
	Review and update RWG membership Terms of Reference.	Feb 2025	Lead: Chief of Mission Integration
	Review and expand RWG membership to include Aboriginal and Torres Strait Islander representation.	Feb 2025	Lead: Chief of Mission Integration
	Ensure that the RWG meets fortnightly for the first 3 months, then monthly, to drive and monitor RAP implementation.	Monthly Check-in May, Sept 2025 March 2026	Lead: Team Administrator - Practice and Quality
12 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2025	Lead: Team Administrator - Practice and Quality Support: Practice and Quality team
	Maintain the appointment of a senior leader to champion our RAP internally.	Check-in Feb, Aug 2025 March 2026	Lead: Chief of Mission Integration
	Define appropriate systems and capability to track, measure, and report on RAP commitments.	April 2025	Lead: Clinical Policies Manager
13 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 current, so we do not miss important RAP correspondence.	June (annually)	Lead: Team Administrator - Practice and Quality Support: Chief of Mission Integration
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	Lead: Team Administrator - Practice and Quality Support: Chief of Mission Integration
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep annually	Lead: Clinical Policies Manager
	Provide monthly reports on the RAP at the Executive Leadership team meeting to ensure KPIs are met.	Monthly Check-in May, Sept 2025 March 2026	Lead: Chief of Mission Integration
	Submit the annual report to the Mission Identity Committee, a Board of Catholic Healthcare Limited sub-committee.	annually March 2025 & March 2026	Lead: Chief of Mission Integration
	Include and update the RAP initiative in the Catholic Healthcare Annual Report.	annually September 2025	Lead: Senior Communications Manager
14 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2026	Lead: Team Administrator - Practice and Quality Support: Chief of Mission Integration



Contact details:

Name: Nehme Khattar

Position: Chief of Mission Integration

Phone: 1800 857 893

Email: communications@chcs.com.au

