



RECONCILIATION
ACTION PLAN

INNOVATE

phn

NORTHERN QUEENSLAND

An Australian Government Initiative



Innovate

Reconciliation Action Plan

Northern Queensland PHN | November 2024 - November 2026

Cover artwork

The Indigenous Healing Mandala by Luke Mallie • Scan the QR code below to read the story.



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NQPHN acknowledges the Aboriginal and Torres Strait Islander peoples as Australia's First Nation Peoples and the Traditional Custodians of this land. We respect their continued connection to land and sea, country, kin, and community. We also pay our respect to their Elders past, present, and emerging as the custodians of knowledge and lore.



Message from NQPHN Board Chair Jeff Stewart-Harris

We are honoured to present the second phase of the Northern Queensland Primary Health Network's (NQPHN) Innovate Reconciliation Action Plan (RAP).

Our region is home to vibrant Aboriginal and Torres Strait Islander cultures, which serve as both a source of inspiration and guiding principles for creating a culturally safe and inclusive environment. This foundation enhances the health and wellbeing of all Aboriginal and Torres Strait Islander peoples in our North Queensland region.

Reconciliation is an ongoing journey.

Our Innovate RAP marks a significant step forward, empowering us to make impactful commitments that map out our future actions.

It builds on the foundational work we have already achieved, while also encouraging our staff to engage deeply in reconciliation through an improved understanding of our learnings and participation in activities from our previous RAPs.

As part of this commitment, we will continue to support the health and wellbeing of First Nations Peoples in our region.

Our efforts include commissioning culturally safe and accessible healthcare services, creating meaningful partnerships, facilitating ongoing education, and developing initiatives that address locally identified health needs in alignment with national reconciliation, Closing the Gap, and other health strategies.

This Innovate RAP is not just a formality required by Reconciliation Australia; it is integral to our identity as an organisation and shapes how we operate. We are dedicated to monitoring our progress and engaging in self-reflection to ensure we uphold our promises.

NQPHN is proud to be on this reconciliation journey with our First Nations Peoples. Together, we are forging a path so that all Northern Queenslanders can lead happier, healthier, and longer lives.

Jeff Stewart-Harris

Position

Northern Queensland Primary Health Network



Message from Reconciliation Australia CEO, Karen Mundine

Reconciliation Australia commends Northern Queensland Primary Health Network on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Northern Queensland Primary Health Network continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

These learnings extend to Northern Queensland Primary Health Network using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

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

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

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Northern Queensland Primary Health Network's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Northern Queensland Primary Health Network on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

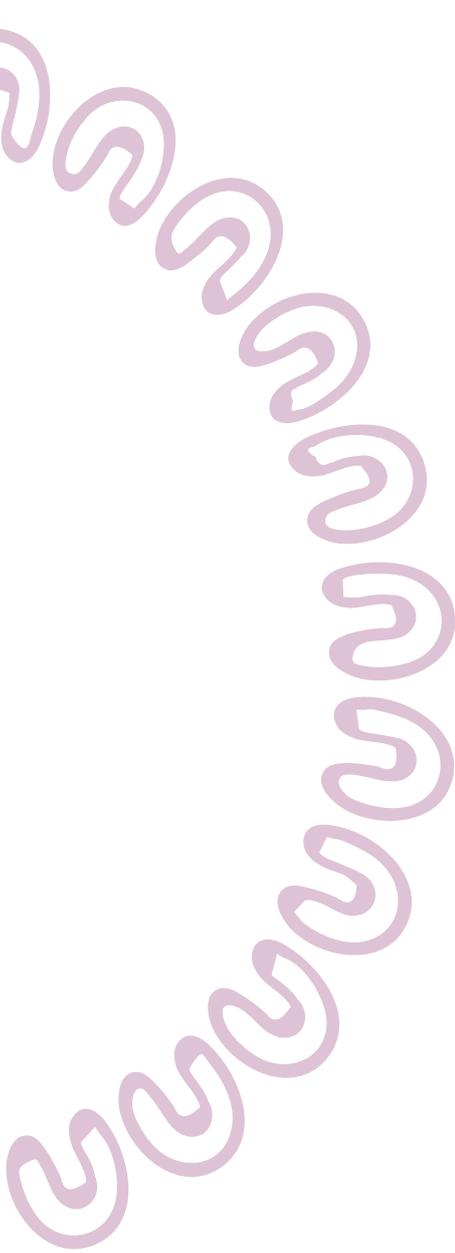
Northern Queensland Primary Health Network's (NQPHN's) vision for reconciliation is to:

- » foster strong, respectful relationships with Aboriginal and Torres Strait Islander peoples and communities
- » improve health outcomes through culturally appropriate practices
- » drive meaningful change by embedding reconciliation into its core business activities.

We will support the improvement of the health and wellbeing of First Nations Australian People within our region through:

- » commissioning culturally safe and accessible healthcare services
- » meaningful partnerships
- » ongoing education
- » the development of initiatives that address locally identified health needs and align with national reconciliation and health strategies.

NQPHN acknowledges that comprehensive local primary healthcare, delivered in an environment that is physically, spiritually, socially, and emotionally safe, and free from racism and prejudice, is essential for achieving NQPHN's vision of helping all northern Queenslanders live happier, healthier, longer lives.





Our business

NQPHN is one of 31 regionalised and independent PHNs established nationally by the Commonwealth Department of Health and Aged Care to provide local communities with better access to improved primary healthcare services.

With offices in Cairns, Townsville, and Mackay, the NQPHN region extends from St Lawrence in the south coast, up to the Torres Strait in the north, and west to Croydon and Kowanyama, and spans an area of 510,000 square kilometres. NQPHN employs over 90 staff members, of whom 7.7% percent proudly identify as First Nations Australian People, contributing to the rich diversity of the NQPHN team.

NQPHN aims to improve health outcomes for all residents by supporting, investing in, and working collaboratively with local Hospital and Health Services, the primary healthcare sector, local government areas (LGAs), other health organisations, and the wider community.

NQPHN invests in primary and preventative health care - that is, the health care that takes place outside of a hospital - to help ensure North Queensland communities receive the right care, in the right place, at the right time so they can live happier, healthier, and longer lives.

Many social, economic, and environmental factors contribute to health outcomes for communities and individuals. We have a focus on preventative approaches to health including:

- » immunisation and health screening
- » promoting better nutrition and staying active
- » reducing the impact of alcohol, smoking, and other drugs on health and wellbeing.





Our Region, Our People

Meet Yarrabah students

Locally produced Indigenous music video launches in Yarrabah to inspire healthier living

Gurriny Yealamucka Health Services Aboriginal Corporation (GYHSAC) is utilising the storytelling power of music to inspire healthier living in the Aboriginal community of Yarrabah with the launch of the 'Bina-N Wanggi' educational music video.

Developed with funding from Northern Queensland Primary Health Network (NQPHN), the groundbreaking video aims to promote the importance of immunisation, and improve the overall health and wellbeing of the Yarrabah community.

The video, which is sung in both English and the local Gunggandji language, features Yarrabah Primary School students and renowned artists Mau Power, Normey Jay, and Uncle David Mundraby.

Renee Grosso, Gurriny Yealamucka's Public Health Coordinator, was excited by the opportunity of working on such an ambitious project.

"Our program goals for this project are to help improve the health and wellbeing of our Yarrabah community, by raising awareness about the concepts of good health in a holistic and locally identified manner," she said.

"The strategy we took was to do this through the development of a health message music video with a group of Yarrabah children and local artists.

"This was a project that all of community can enjoy for generations to come.

"It was such a pleasure to work with NQPHN on this project. They were so supportive, which enabled us to really 'think outside the box' and create something that was meaningful for the community."

Scan the QR code below to read the full story.





Our Region, Our People

Meet Ugari

First 1,000 Days program is empowering families in Northern Peninsula Area (NPA)

An absence of local birthing facilities in the remote Northern Peninsula Area (NPA) means mothers often face extended separations from their communities during a pivotal period in their family lives – and it can lead to financial, social, and psychological challenges.

However, the First 1,000 Days program is involving and empowering families and communities - and it's having a profound impact on young children in the NPA.

The program is being delivered by NPA Family and Community Services (NPAFACS) and is helping mothers, young children, families, and communities build strong family units to give babies and young children a healthy start to life. NPAFACS Project Manager Health Projects Ugari Nona said already more than 80 women and men had shared their experiences.

“NPA is located right at the tip of Cape York and comprises the five communities of Injinoo, Umagico, Bamaga, New Mapoon, and Seisia, and most of us are either Aboriginal and/or Torres Strait Islander persons,” Ms Nona said.

“One of the things we do up here is love our children and we strive to build strong families, often against ongoing barriers like enough housing, high unemployment, and cost of living.

“When we saw the application to be part of the First 1,000 Days initiative, we were really excited as it would give us additional resourcing to ensure mothers, children, dads, and families had someone watching out for them and linking them to resources in those early days from birth to a child’s second birthday.

“The first thing we did was reach out to our communities to hear from women about their birth experiences and the social contexts that either help them and their children thrive, or impose challenges on them, their babies, and their families.

Scan the QR code below to read the full story.





Our RAP

Our second phase Innovate Reconciliation Action Plan (RAP) maps out the next step of NQPHN’s journey of reconciliation.

Our second phase Innovate RAP will further imbed NQPHN’s strong commitment to improving the health and wellbeing of First Nations Australian People within northern Queensland.

We will do this by:

- » building upon current progress
- » sharing knowledge with new staff
- » inviting staff to support reconciliation through improved understanding, participation and involvement in RAP learnings and activities derived from NQPHN’s previous RAPs.

The NQPHN RAP Working Group (WG) was previously established to develop our inaugural Reflect RAP, and our subsequent Innovate RAP. Our RAP WG is comprised of a small number of dedicated NQPHN staff responsible for implementing our second phase Innovate RAP, with two members proudly identifying as First Nations Australian People.

The RAP WG members are:

Name	Position
Amanda Roser*	Executive Director Business Services RAP Champion
Maria Callaghan*	Manager, Older Person’s Health and Palliative Care
Jade Mills*	Emergency Preparedness and Safety Specialist
Melinda Green	Indigenous Health Project Officer
Darinka Zivkov*	Older Persons Health and Palliative Care Officer
Meegan Weston	Senior Project Officer, Strategic Operations Co-RAP Secretariat
Stevie Dyer*	Executive Assistant Co-RAP Secretariat
Melanie Walsh	First Nations Integration and Partnership Specialist RAP Advisor

*Current RAP WG member.





Reflect RAP 2018-19

The Reflect RAP outlined NQPHN's strong commitment to improving the health and wellbeing of First Nations Australian People within North Queensland.

The RAP helped to build a culturally-aware workforce, improve upon appropriate practices, and strengthen relationships with First Nations Australian People and communities. With an organisational purpose to drive change within and support primary health care to improve individual and community health, NQPHN recognises the importance of an inclusive and culturally-appropriate approach towards our core business activities.

Specifically, NQPHN developed its Reflect RAP to:

- » acknowledge and celebrate Aboriginal and Torres Strait Islander culture by continuing to build an understanding of and respect for Aboriginal and Torres Strait Islander customs, values, and traditions through ongoing education
- » improve relationships with Aboriginal and Torres Strait Islander communities in our region
- » build partnerships with First Nations Australian People and organisations to ensure more effective and relevant engagement, and make meaningful contributions to the health and wellbeing of First Nations Australian People in our region
- » inform NQPHN's commissioning activities and procurement to improve clinically and culturally-safe and accessible primary health services, including championing connected and integrated service commissioning actions wherever possible

- » support Aboriginal and Torres Strait Islander communities and services in identifying and securing resources that meet locally-identified health needs
- » demonstrate NQPHN's continuing focus and commitment to the National Aboriginal and Torres Strait Islander Health Plan and other State and national policy frameworks which aim to Close the Gap
- » support workforce development actions which assist to support First Nations Australian People, organisations, and communities.

Innovate RAP 2020-2022

The Innovate RAP enabled NQPHN to make aspirational and innovative commitments to help gain a deeper understanding of the organisation's sphere of influence and establish best practice approaches to advancing reconciliation.

The Innovate RAP outlined key actions NQPHN undertook to strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and communities in the North Queensland region, engage staff and stakeholders in reconciliation, and develop innovative strategies to empower First Nations Australian People.

The Innovate RAP was both an opportunity and an invitation for NQPHN to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.



Relationships

NQPHN aims to strengthen existing relationships and cultivate new partnerships with Aboriginal and Torres Strait Islander communities by actively engaging through its RAP strategies. These connections are fundamental to NQPHN’s efforts to deepen its understanding of the challenges, barriers, strengths, and opportunities within these communities. By fostering open dialogue and collaboration, NQPHN seeks to co-create solutions that enhance health and wellbeing, ultimately driving improved life outcomes for First Nations Australian People across the region. These partnerships will serve as a foundation for more culturally informed and inclusive commissioned healthcare initiatives.

Focus area



Engage with communities to gain insights into their needs and priorities, and codesign and implement strategies to improve health and wellbeing outcomes.

Action 1

Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

Deliverable	Timeline	Responsibility
» Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement, such as Memorandums of Understanding, partnership agreements etc.	March 2025, March 2026	Chief Executive Officer
» Develop and implement community engagement protocols to work with First Nations stakeholders and organisations.	February 2026	Executive Director Health System Integration & Innovation
» Design an initiative to share data between NQPHN and one or more ACCHO.	February 2026	Health System Integration & Innovation Ops Director
» Maintain annual organisational membership with Lowitja Institute.	July 2025, July 2026	Operations Director Health Services Integration and Innovation
» Facilitate opportunities for NQPHN staff to learn more about First Nations health services in our region, including services commissioned by NQPHN.	August 2025, August 2026	Executive Director Health Services Commissioning
» Ensure NQPHN’s annual Stakeholder Engagement Plan which outlines the activities, deliverables and timeframes required to consolidate and improve NQPHN’s engagement, includes relevant First Nations Stakeholders.	December 2025	Executive Director Health System Integration & Innovation

Action 2

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
» Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 May 2026	Communications and Marketing Manager
» Add NRW messaging to NQPHN desktop backgrounds, Teams backgrounds and email signatures.	May 2025 May 2026	Communications and Marketing Manager
» Promote NRW through visual displays of posters and flyers in the foyer of all NQPHN locations.	May 2025 May 2026	Communications and Marketing Manager
» Promote NRW across social media channels, fortnightly newsletter, website and internal RAP Discussion Hub	May 2025 May 2026	Communications and Marketing Manager
» Ensure RAP Working Group members participate in an external NRW event each year hosted by a local stakeholder, hospital and / or health service.	27 May- 3 June, 2025/2026	RAP Champion
» Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025/2026	RAP Champion
» Organise at least one internal NRW event for staff to recognise and celebrate NRW each year with a guest speaker.	27 May- 3 June, 2025/2026	Strategic Operations Lead
» Register all our NRW events on Reconciliation Australia's NRW website.	May 2025/2026	RAP Secretariat
» Promote NRW local events to external stakeholders through the NQPHN websites events calendar and fortnightly Event Snapshot newsletters.	27 May- 3 June, 2025/2026	Communications and Marketing Manager





Action 3

Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
» Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2025	RAP Champion
» Maintain and update RAP Hub on staff intranet with current and relevant reconciliation resources and links to Reconciliation Australia website.	March 2026	RAP Secretariat
» Encourage staff to join the conversation on the RAP Hub discussion board by initiating a monthly topic for discussion.	March 2026	RAP Secretariat
» Communicate relevant news and activities to all internal staff under 'First Nations news' during the monthly NQPHN All Staff Meeting.	March 2026	RAP Secretariat
» Communicate our commitment to reconciliation publicly via social media channels, newsletter, media release and/ or good news story.	December 2024/2025	Communications and Marketing Manager
» Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through collaborations with like-minded organisations to promote services and actively participate at key community events.	October 2025	Primary Care Integration, Partnerships and Access Lead
» Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation at key community events.	September 2025/2026	RAP Champion
» Include reflection on RAP as part of performance development reviews to promote Reconciliation as everyone's business	August 2025/2026	People and Culture Operations Director
» Undertake Self-Assessment of NQPHN alignment with "Indigenous Data Sovereignty" principles.	January 2025 July 2025 January 2026 July 2026	Data and Intelligence Manager



Action 4

Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
» During operational review of HR Policies and Procedures ensure consideration is given to anti-discrimination provisions and future needs.	March 2025/2026	People and Culture Operations Directors
» Review and communicate the anti-discrimination policy for our organisation on an annual basis.	November 2024/2026	People and Culture Operations Director
» Engage with First Nations staff and/or First Nations advisors to consult on review of NQPHN's anti-discrimination policy.	November 2024/2026	People and Culture Operations Director
» Educate all staff on the effects of racism.	December 2024/ 2025/ 2026	People and Culture Operations Director





Respect

NQPHN has encouraged staff to gain a deeper understanding of First Nations culture, histories, and experiences that will enable staff and stakeholders to best contribute to improving health and life outcomes for First Nations Australian People. Building respectful relationships with Aboriginal and Torres Strait Islander communities strengthens our ties and fosters collaboration. These strong partnerships are essential for understanding community health needs for co-designing and commissioning effective health services. Respecting and valuing Aboriginal and Torres Strait Islander cultures leads to increased cultural competency among our staff. This will help ensure that NQPHN commissions culturally safe, effective, and respectful healthcare services to all communities, particularly First Nations Australian People.

Focus area



To build local capacity to improve health and wellbeing outcomes.

Action 1

Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
» Conduct a review of cultural learning needs within our organisation.	December 2025/2026	People and Culture Operations Director
» Cultural awareness training to be undertaken by new staff on induction as part of mandatory staff training, with full cultural awareness training undertaken by existing staff on a biennial basis.	December 2024/2025	People and Culture Operations Director
» Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.	October 2025	Integration and Partnership Specialist Lead
» Develop, implement, and communicate a cultural learning strategy document for our internal staff and external stakeholders.	October 2025	People and Culture Operations Director
» Provide opportunities for RAP Working Group members, People and Culture managers and other key leadership staff to participate in formal and structured cultural learning.	October 2025	People and Culture Operations Director
» Connect with providers of local cultural immersion experiences for staff to experience off-site through a Traditional Owner group or Aboriginal community-controlled health service.	November 2025/2026	RAP Champion

Action 2

Demonstrate respect to First Nations Peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
» Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025/2026	RAP Champion
» Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2025/2026	RAP Champion
» Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2025/2026	RAP Secretariate
» Continue our current protocol of including an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2025/2026	CEO
» Review the organisational induction process to incorporate RAP principles and protocols for working with First Nations stakeholders on Country.	October 2025	People and Culture Operations Director

Action 3

Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
» RAP Working Group to participate in an external NAIDOC Week event	First week in July 2025/2026	RAP Champion
» Review HR policies and procedures to remove barriers to staff undertaking cultural leave to participate in significant events such as NAIDOC Week etc	October 2025	People and Culture Operations Director
» Promote participation in external NAIDOC week events to all staff and Board members.	First week in July 2025/2026	Communications and Marketing Manager
» Encourage participation in external NAIDOC week events to all staff and Board members.	First week in July 2025/2026	CEO
» Ensure multiple representatives from each office attend an external community NAIDOC event hosted by a community organisation highlighted on the official local calendar of events.	First week in July 2025/2026	RAP Champion
» Host an internal NAIDOC celebration in consultation with First Nations stakeholders.	First week in July 2025/2026	RAP Secretariate
» Promote calendar of NAIDOC events on the RAP Hub, newsletter and social media channels.	July 2025/2026	Communications and Marketing Manager



Opportunities

NQPHN is uniquely positioned to positively impact the lives of First Nations Australian peoples in Northern Queensland through its role in commissioning primary healthcare services. By actively consulting with First Nations communities, we can co-design programs and services that are tailored to specific needs and cultural contexts. This collaborative approach not only ensures the delivery of culturally appropriate care but also creates valuable opportunities for training, recruitment, and professional development. By empowering individuals and organisations within these communities, we aim to build local capacity and address specialist role gaps, ultimately fostering a more inclusive and effective healthcare system.



Focus area

To build local capacity to improve health and wellbeing outcomes.

Action 1

Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
» Build understanding of current First Nations staffing to inform professional development opportunities and future employment opportunities, including identifying roles that would be best filled by First Nations Australian People.	October 2025	People and Culture Operations Director
» Engage with First Nations staff to consult on our recruitment, retention, and professional development strategy.	October 2025	People and Culture Operations Director
» Develop and implement a First Nations recruitment, retention, and professional development strategy.	October 2025	People and Culture Operations Director
» Advertise job vacancies to effectively reach First Nations stakeholders.	October 2025	People and Culture Operations Director
» Set targets to increase the percentage of First Nations staff employed.	October 2025	People and Culture Operations Director
» Explore use of First Nations networks and media to advertise staff recruitment campaigns to effectively reach First Nations stakeholders.	October 2025	People and Culture Operations Director
» Review HR and recruitment procedures and policies to remove barriers to current and future First Nations Australian People participation in our workplace.	October 2025	People and Culture Operations Director

Action 2

Increase First Nations supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
» Review and amend NQPHN's First Nations procurement strategy.	July 2025	Operations Director Business Services
» Investigate Supply Nation membership.	July 2025	Operations Director Business Services
» Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	July 2025	Operations Director Business Services
» Review and update current procurement policy procedures to ensure there are no barriers to procuring goods and services from First Nations businesses	July 2025	Operations Director Business Services
» Develop commissioning relationships with at least one Aboriginal and/or Torres Strait Islander Business each year	November 2025/2026	Executive Director Health Services Commissioning

Action 3

Build local workforce capacity to deliver culturally appropriate services for First Nations Peoples to support improved health and wellbeing outcomes.

Deliverable	Timeline	Responsibility
» Assess our training and employment strategies.	October 2025	People and Culture Operations Director
» Assess our local capacity building of health workforce, including traineeships, professional development, innovative employment initiatives, and systems of care to support culturally safe services.	October 2025	Primary Care Engagement and Development Lead
» Deliver cultural capability training to mainstream primary care services.	June 2025	NQ Health Priorities Lead
» Work with partners to implement Aboriginal and/or Torres Strait Islander health workforce improvement and training pathways by developing and implementing: <ul style="list-style-type: none"> » Aboriginal and Torres Strait Islander Health Workers and Practitioners Continuous Professional Development Project. » Aboriginal and Torres Strait Islander Health Workers and Practitioners scoping review uplift. 	June 2025	Primary Care Engagement and Development Lead
» Develop and implement a Cultural Safety Framework to embed culturally appropriate foundations across all aspects of NQPHN's operations including commissioning process, research and evaluation protocols, and engagement practises of primary healthcare when dealing with First Nations communities.	October 2025	Chief Executive Officer



Action 4

Work with partners to provide First Nations Australian Peoples with increased access to coordinated, quality, and culturally safe care.

Deliverable	Timeline	Responsibility
» Support continuation of service provision of ACCHOs Maternal and Child Health Social and Emotional Wellbeing (SEWB) Program, as a key element of the First 1,000 Days Framework by delivering communities of practice and support the embedding of local models that meet community needs.	June 2025	NQ Health Priorities Lead Operations Director
» Work with ACCHOs to improve access to the ITC program through 'mainstream' primary care services by supporting ACCHOs to continually improve and strengthen their arrangements with mainstream GPs.	June 2025	NQ Health Priorities Lead
» Work with Torres and Cape partners to improve and deliver integrated mental health and wellbeing initiatives by codesigning new and existing mental health and AOD initiatives to develop place based and integrated solutions.	June 2025	Operations Director - Mental Health and AOD
» Work with First Nations commissioned service providers to strengthen organisational capacity and performance to build sustainable and accessible primary health care for First Nations Australian communities across northern Queensland by meeting with all commissioned First Nations service providers at least quarterly to review performance and identify progress integration.	June 2025	Executive Director Health Services Commissioning
» Undertake culturally appropriate codesign of mental health and AOD services in the Cape and Torres with First Nations Australian communities and organisations by holding codesign forums with communities with representation from the Cape, Cape York Peninsula and the Torres Islands.	June 2025	Operations Director - Mental Health and AOD
» Work with First Nations organisations to explore the use of culturally appropriate consumer outcomes/experience tools.	June 2025	Executive Director Health Services Commissioning





Governance and tracking

Action 1

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
» Maintain First Nations representation on the RWG.	November 2025/2026	RAP Champion
» Establish and apply a Terms of Reference for the RWG.	March 2025/2026	RAP Secretariat
» Meet at least four times per year to drive and monitor RAP implementation.	February 2025 May 2025 August 2025 November 2025 February 2026 May 2026 August 2026 November 2026	RAP Secretariat

Action 2

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
» Define resource needs for RAP implementation.	March 2025	Executive Director Business Services
» Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2024/2025	RAP Champion
» Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2025	Data and Intelligence Manager
» Appoint and maintain an internal RAP Champion from senior management.	December 2024/2025	CEO



Action 3

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
» Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Secretariat
» Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	RAP Secretariat
» Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	RAP Secretariat
» Report RAP progress to all staff and senior leaders quarterly.	February 2025 May 2025 August 2025 November 2025 February 2026 May 2026 August 2026 November 2026	RAP Champion
» Publicly report our RAP achievements, challenges, and learnings, annually.	October 2025/2026	Communications and Marketing Manager
» Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	RAP Champion
» Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2026	RAP Secretariat

Action 4

Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
» Register via Reconciliation Australia's website to begin developing our next RAP.	May 2026	RAP Secretariat



For public enquiries
about our RAP, please contact:

NQPHN Communications and Marketing Team

Phone: (07) 4034 0300 Email: communications@nqphn.com.au



Australian Government
Department of Health

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