

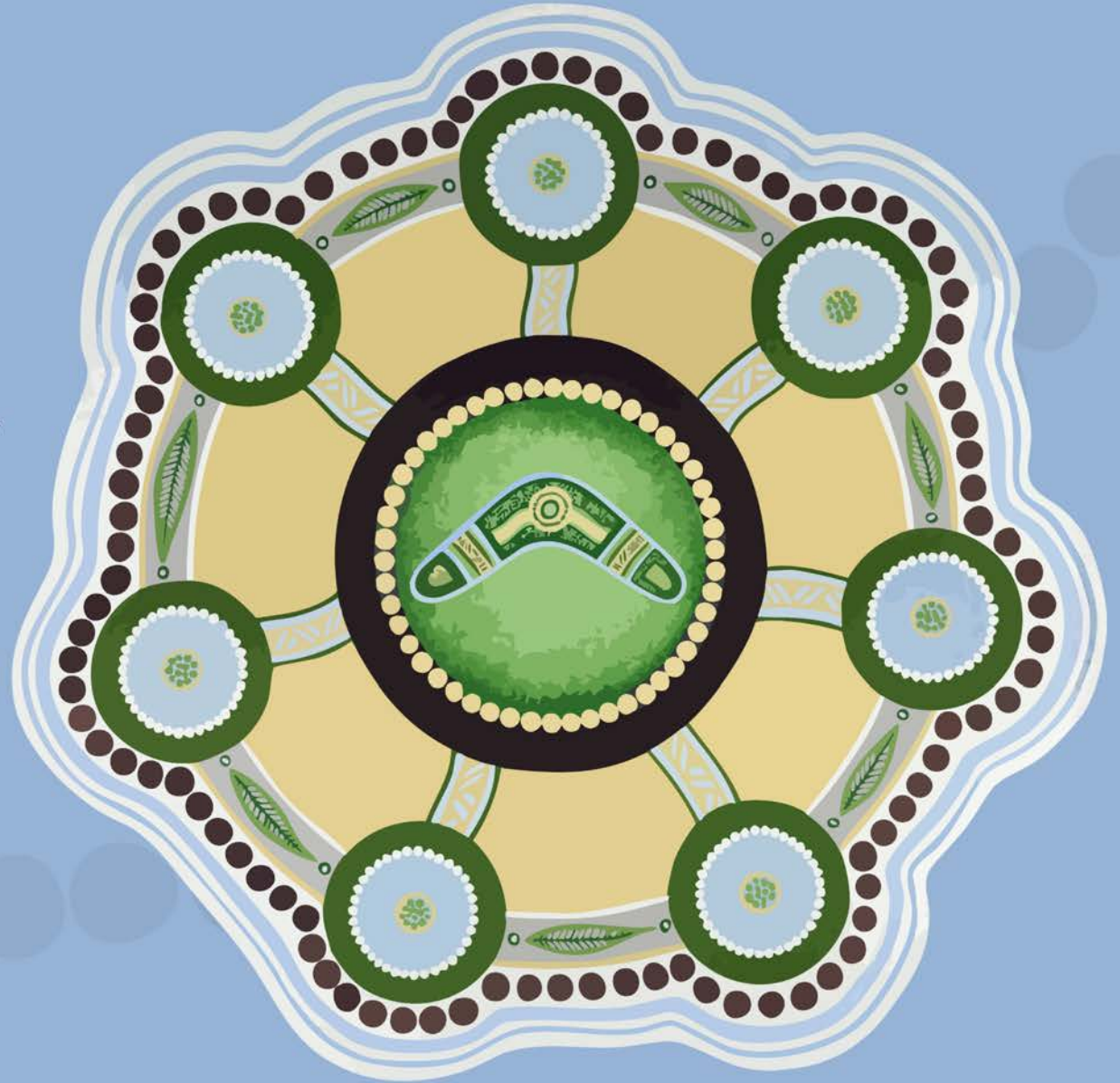


RECONCILIATION
ACTION PLAN

REFLECT

East Gippsland Public Health Services, Community Health and Bush Nursing Centres Collaborative

January - December 2026



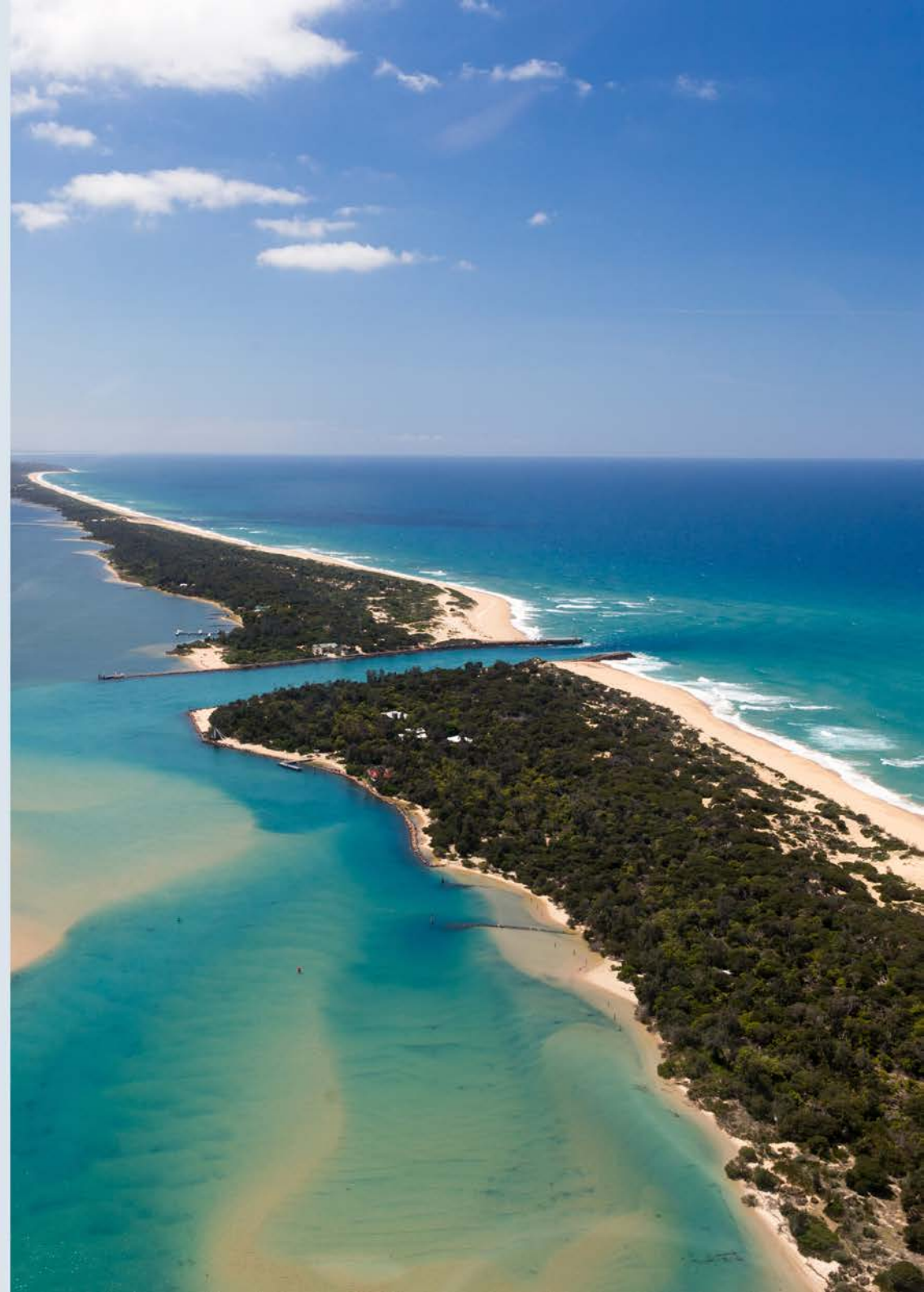
BRHS



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The Artwork

Light in the Darkness, Bradley Brown



This painting tells a story of unity, healing and hope, a reminder that when we care for each other, we also care for Country.

The light colours and the bright sun in the background show light breaking through darkness. It speaks to pushing away sickness, pain and hard times, and making space for healing and strength in our community.

At the centre is the boomerang. This represents our journey back to health, coming back to truth, strong relationships, respect and family.

The seeds of truth and gumtree leaves show that journey, growing through trust, unity and respect.

The flowing lines represent the mountains and river systems of our Country.

In the corners, the strong root system of the gum tree reminds us of the unseen hard work happening beneath the surface. It's the work that keeps our people strong.

The circles represent different services and people working together, all connected by a shared vision for healing and wellbeing.

Image by Thomas Henry / BRHS Communications

Acknowledgement of Country

We acknowledge and pay our respects to the Gunaikurnai, Ngarigo Monero and Bidwell peoples, the Traditional Owners and Custodians of the lands and waters we now call East Gippsland. Their connection to Country stretches across tens of thousands of years. Their wisdom, culture and resilience continue to shape and enrich our communities today.



Foreword

With deep respect and shared purpose, we present the East Gippsland Health Services Collaborative Reflect Reconciliation Action Plan.

Our services have taken important steps toward providing culturally safe care, yet we know more is needed. We remain firmly committed to improving health outcomes for Aboriginal and Torres Strait Islander people (First Peoples) and creating culturally safe, effective and welcoming care.

At its heart, this collaborative Reflect RAP is about relationships between health services and communities, between the truths of our past and the futures we want to create, between intention and action. We sincerely thank everyone who contributed their time, knowledge and insight in shaping this Reconciliation Action Plan.

As we enter this formal stage of reconciliation, we do so with humility and conviction. We will listen deeply, speak honestly and act respectfully. We seek to better understand the continuing impacts of colonisation, and to contribute to healing, justice and equity.

Together, we step forward as health service leaders across East Gippsland. The path forward belongs to all of us. We invite communities in our region to walk alongside us, to hold us to account, and to help realise a shared vision of true reconciliation.

Respectfully,

East Gippsland Public Health Services, Community Health and Bush Nursing Centres Collaborative

Statement from Reconciliation Australia

Reconciliation Australia welcomes East Gippsland Public Health Services, Community Health and Bush Nursing Centres Collaborative to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

East Gippsland Public Health Services, Community Health and Bush Nursing Centres Collaborative joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

Congratulations East Gippsland Public Health Services, Community Health and Bush Nursing Centres Collaborative, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

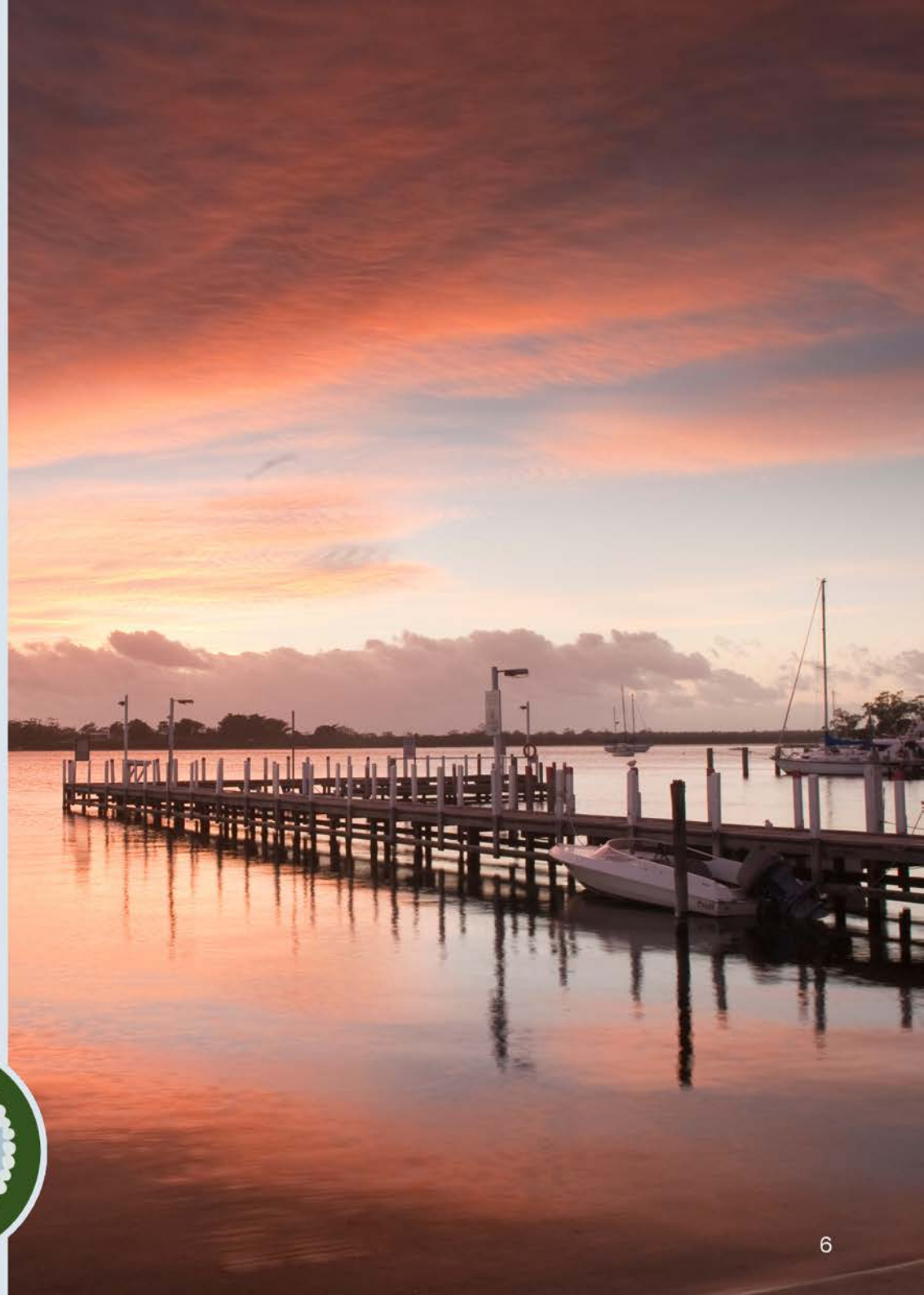


Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

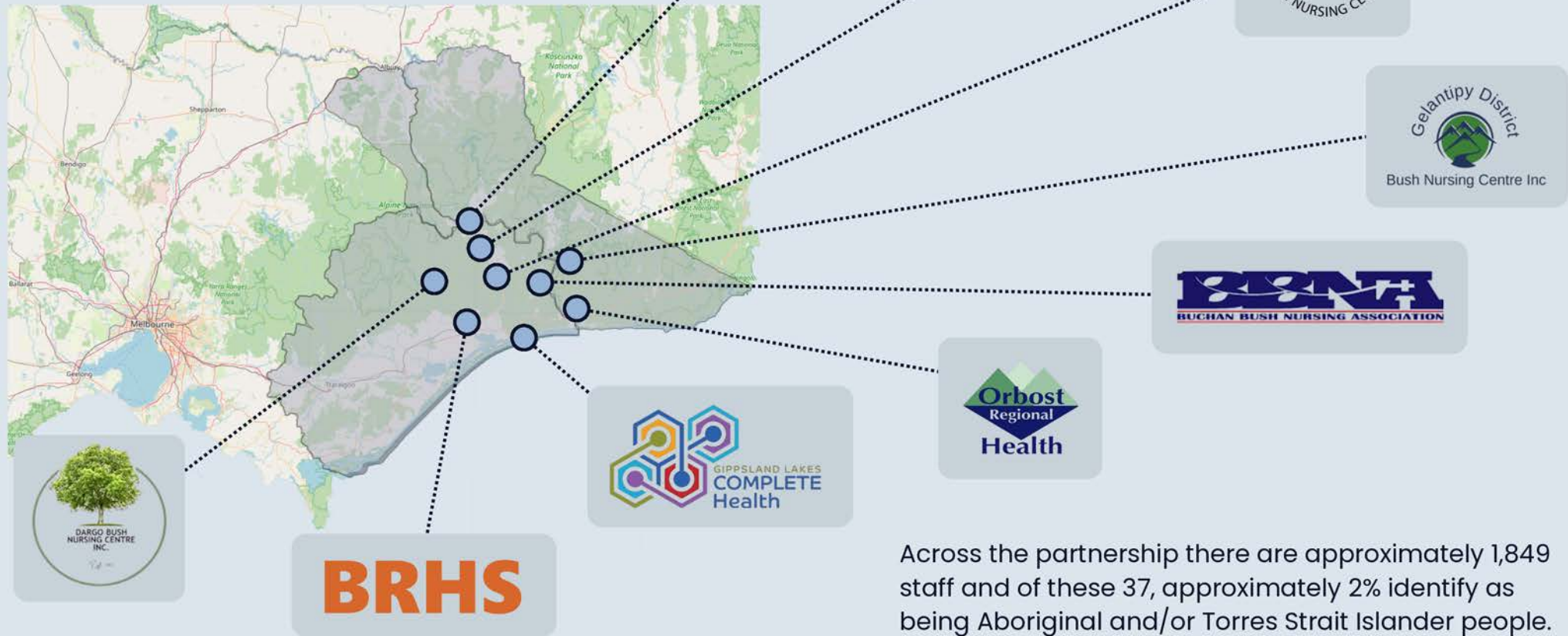
We are a collaborative partnership of publicly funded and governed health and community services and bush nursing centres that provide health and community care to people within East Gippsland, on lands that belong to a number of different Traditional Owners including the Gunaikurnai, Ngarigo Monero and Bidwell Peoples. In addition to providing care for the residents of our region, both within our services and through outreach activities, our services provide care to a significant number of tourists and other visitors that come to our region for work and holidays.

East Gippsland is a vast and rugged region, spread across approximately 21,000 square kilometres, with a population of approximately 50,000 people, of whom 3.5% identify as Aboriginal and Torres Strait Islander people. East Gippsland stretches from west of Bairnsdale, north to Benambra and east to Mallacoota and the Victoria-NSW border. Most Aboriginal and Torres Strait Islander people in the East Gippsland region live in and around Bairnsdale, Lakes Entrance, Lake Tyers, Orbost and Cann River (Australian Bureau of Statistics, Census 2021).



Included in this collaborative are:

- Bairnsdale Regional Health Service (BRHS)
- Buchan Bush Nursing Association (BBNA)
- Dargo Bush Nursing Centre (DBNC)
- Ensay Bush Nursing Centre (EBNC)
- Gelantipy District Bush Nursing Centre (GDBNC)
- Gippsland Lakes Complete Health (GLCH)
- Omeo District Health (ODH)
- Orbost Regional Health (ORH), and
- Swifts Creek Bush Nursing Centre (SCBNC)



Across the partnership there are approximately 1,849 staff and of these 37, approximately 2% identify as being Aboriginal and/or Torres Strait Islander people.

BRHS

Bairnsdale Regional Health Service

Bairnsdale Regional Health Service (BRHS), a sub-regional hospital within the Victorian Health system, is located on Gunaikurnai land and services the community of East Gippsland. In addition to the provision of acute, sub-acute, rehabilitation, palliative care and appointment based services, BRHS operates Maddocks Gardens, a highly regarded 90-bed Residential Aged Care facility in Bairnsdale.

Staff work across three campuses in Bairnsdale and provide outreach in other community sites across East Gippsland. We are East Gippsland's largest employer and a magnet for talented professionals across a wide range of professional specialties including clinical care information, technology, administration and finance.

BRHS' vision is being an innovative leader in healthcare. We take pride in fulfilling the role of improving the health and wellbeing of the East Gippsland community by providing accessible, high quality and sustainable health care. In order to serve our purpose of improving the lives of our patients, their families and our community, BRHS mission is to provide quality health and well-being services that deliver the best possible health outcomes to our patients. We conduct our work guided by our Principles of Care, namely with a focus on Quality, Integrity, Communication and Kindness.

BRHS strives to provide care to our community that is culturally sensitive and responsive to the needs of the local First Peoples communities, culturally, linguistically and gender diverse populations, including those with a disability or special needs. Care for First Peoples within the health service is supported by a dedicated team within the service's Aboriginal Health Unit.

BRHS employs just over 1,000 people, of whom, eleven or 1.1% identify as Aboriginal and Torres Strait Islander people.



Gippsland Lakes Complete Health

Gippsland Lakes Complete Health (GLCH) is a registered independent community health service that has been a trusted cornerstone of East Gippsland since 1975. We are deeply committed to our vision for our people and communities to live well, maintaining our reputation for keeping true to the values of community health, our ability to relate to and provide services to the most disadvantaged communities, and addressing health inequity through the social model of health.

Operating from nine sites across Lakes Entrance (including our Children's Centres), Bairnsdale, Bruthen, Metung, Paynesville and Nowa Nowa, GLCH extends comprehensive outreach services throughout East Gippsland. Our integrated care model provides services across every life age and stage, supporting people through some of the most challenging issues they face. We deliver care across key areas including home care, allied health, nursing, medical, counselling, and family, youth and children's services.

Our organisational values guide every aspect of our work. We are compassionate, caring and kind to people and the planet, working respectfully and with integrity while building trust through listening and understanding.

We are inclusive, existing to support the health and wellbeing of everyone in our community, celebrating and valuing diversity while maintaining ethical, honest, reliable and fair practices. We are courageous, creative and resourceful, progressive and collaborative, unafraid to try new approaches for the benefit of our community.

With over 540 dedicated employees and 300 volunteers, GLCH delivers coordinated, accessible health services and health promotion programs. We are proud that 17 of our staff members (3.15%) identify as Aboriginal and Torres Strait Islander people, reflecting our commitment to building a culturally diverse and representative workforce.

GLCH recognises that genuine reconciliation requires sustained commitment, cultural humility, and meaningful partnership with Aboriginal and Torres Strait Islander peoples. Through our strong partnership with Lakes Entrance Aboriginal Health Association (LEAHA), which operates from the same site in Jemmeson Street, and our comprehensive range of culturally responsive programs, we are working to ensure that our services are not only accessible but truly welcome and safe for Aboriginal and Torres Strait Islander people and families.

Omeo District Health

Omeo District Health (ODH) provides healthcare services across a vast region of East Gippsland, including the remote High Country communities. Due to its remote setting, ODH plays a crucial role in ensuring rural communities have access to essential health services without needing to travel long distances.

As the largest employer in the High Country area, ODH is deeply embedded in the community, ensuring that healthcare is accessible, inclusive, and tailored to local needs. The service recognises the importance of cultural safety and is committed to improving health outcomes for Aboriginal and Torres Strait Islander peoples through meaningful engagement, partnerships, and the delivery of culturally appropriate healthcare.

ODH's strategic priorities focus on building healthy communities, ensuring long-term sustainability, and enabling staff to deliver high-quality care. The organisation is actively working to expand its services, leverage technology for better healthcare access, and strengthen partnerships to improve health outcomes for the region's diverse population.

ODH employs 70 staff, of whom none have identified as Aboriginal and Torres Strait Islander people.



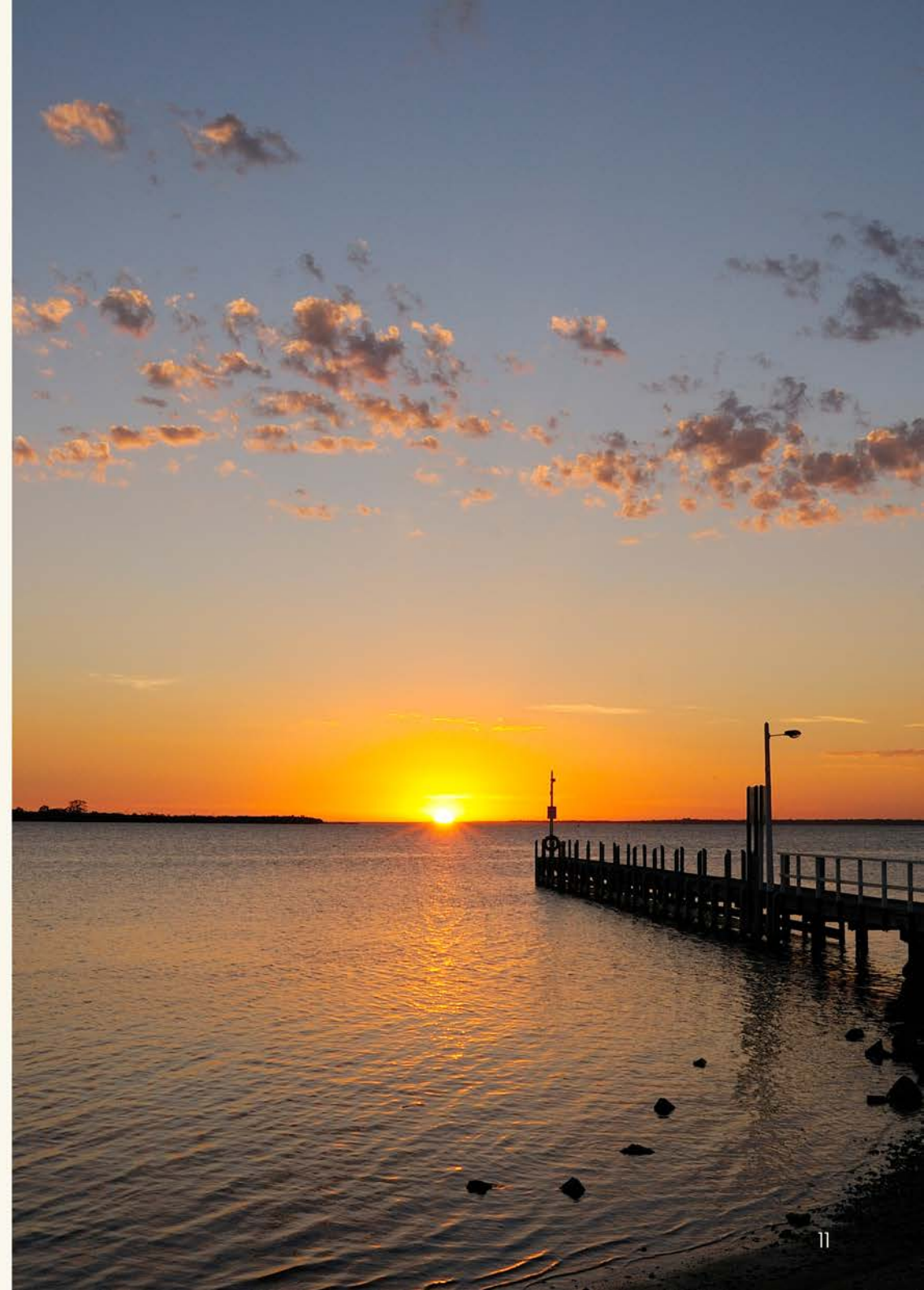
Orbost Regional Health

Orbost Regional Health (ORH) is a multipurpose health service in Far East Gippsland. ORH provide residential and community aged care services, acute hospital beds and an urgent care centre, haemodialysis, a dental and medical clinic, and allied health, family violence, housing support.

ORH's Vision is to provide outstanding rural healthcare; leading our community to a healthy future, while ORH's Strategic Priorities include a focus on workforce culture, change readiness and accommodation, and models that support care closer to home.

ORH delivers services to approximately 3,500 residents situated across one million hectares of Far East Gippsland. ORH provides outreach General Practitioner clinics through bush nursing services at Cann River and Buchan, and visiting medical, nursing and allied health services to isolated communities in Bendoc, Goongerah and Tubbut.

ORH employs 194 staff of which nine, or 4.6% identify as Aboriginal and Torres Strait Islander people. ORH also auspice Orbost Neighbourhood House.





Dargo Bush Nursing Centre

Dargo Bush Nursing Centre (DBNC) provides services to the community of Dargo and district, located in the Wellington Shire. We are the only Bush Nursing Centre located in this LGA.

The DBNC is Victoria's most remote healthcare provider, dedicated to delivering healthcare, wellbeing services, support, and education to the Dargo community. DBNC's Vision is to ensure the entire healthcare needs of the Dargo community are met, and the mission is to provide innovative solutions for the healthcare and wellbeing needs of the Dargo community.

This is done through the delivery of Core Services including:

- Urgent and emergency care
- Chronic disease management
- Pathology collection
- Palliative care
- Pre- and post-natal care
- Wound management
- Integration of allied health services into our Centre

Additionally, DBNC promote health education through community events tailored to the needs of the local population.

DBNC nurses also serve as first responders for Ambulance Victoria call-outs in the Dargo area. They are highly skilled remote area nurses, each bringing additional expertise in various nursing specialties to meet the unique challenges of providing care in a remote setting.

DBNC employs seven staff of which none identify as either Aboriginal and Torres Strait Islander people.



Ensay Bush Nursing Centre

Ensay Bush Nursing Centre Inc. (EBNC) is a not-for-profit organisation that receives funding from the Victorian Government to provide a Health Service to the Community of Ensay and surrounding area, including primary health care, assessment and treatment of minor injury and illness, emergency care and transfer, post acute care and palliative care.

Ensay BNC caters for local community and visitors to the area. We service an area along the Great Alpine Road from Connor's Hill to the north to and including the Tambo crossing settlement to the south.

Ensay BNC employs six staff of which none identify as either Aboriginal and Torres Strait Islander people.



Bush Nursing Centre Inc

Gelantipy District Bush Nursing Centre

The Gelantipy District Bush Nursing Centre (GDBNC) core business is to ensure the holistic health and wellbeing of the community by providing a range of services including Nursing, Home-Based Nursing and Emergency Response.

Located in Gelantipy, GDBNC services an area of approximately 3,400 square kilometres stretching from Murrindal (approximately 30 minutes south) to the New South Wales border (approximately two hours north), taking in the communities of W Tree, Butchers Ridge, Gelantipy, Wulgulmerang and Suggan Buggan.

GDBNC employs nine staff of which none identify as either Aboriginal and Torres Strait Islander people.



Swifts Creek Bush Nursing Centre

The Mission of Swifts Creek Bush Nursing Centre (SCBNC) is to be a responsive community hub advocating for the holistic health, wellbeing needs and providing acute emergency response to our local community and a transient population.

SCBNC provide multi-skilled professional nursing and forge partnerships with other services to address emerging needs. SCBNC provide a high quality, culturally appropriate, flexible and innovative service that aims to ensure the safety and long-term sustained wellbeing of the community, and advocate for members by collaborating in a range of community consultation opportunities, and by partnering with other local organisations and projects.

SCBNC's Vision is to continue to provide essential, quality, accessible, twenty-four hour on-call health service encompassing a wide range of bespoke health and wellbeing supports; relevant to our geographically isolated community of Swifts Creek and surrounding districts.

SCBNC encourage optimum health and maximize independence of all community members. Implicit in this vision is that our Bush Nurse Manager will lead and mentor our team members to provide a skilled, proficient and personalised link with the broader health system given the remote location. The nature of the service will be integrated, non-discriminatory, culturally appropriate and will aspire to expand our service in response to the changing needs of the community through partnerships and innovations.

SCBNC employs seven staff of whom none identify as either Aboriginal and Torres Strait Islander people.



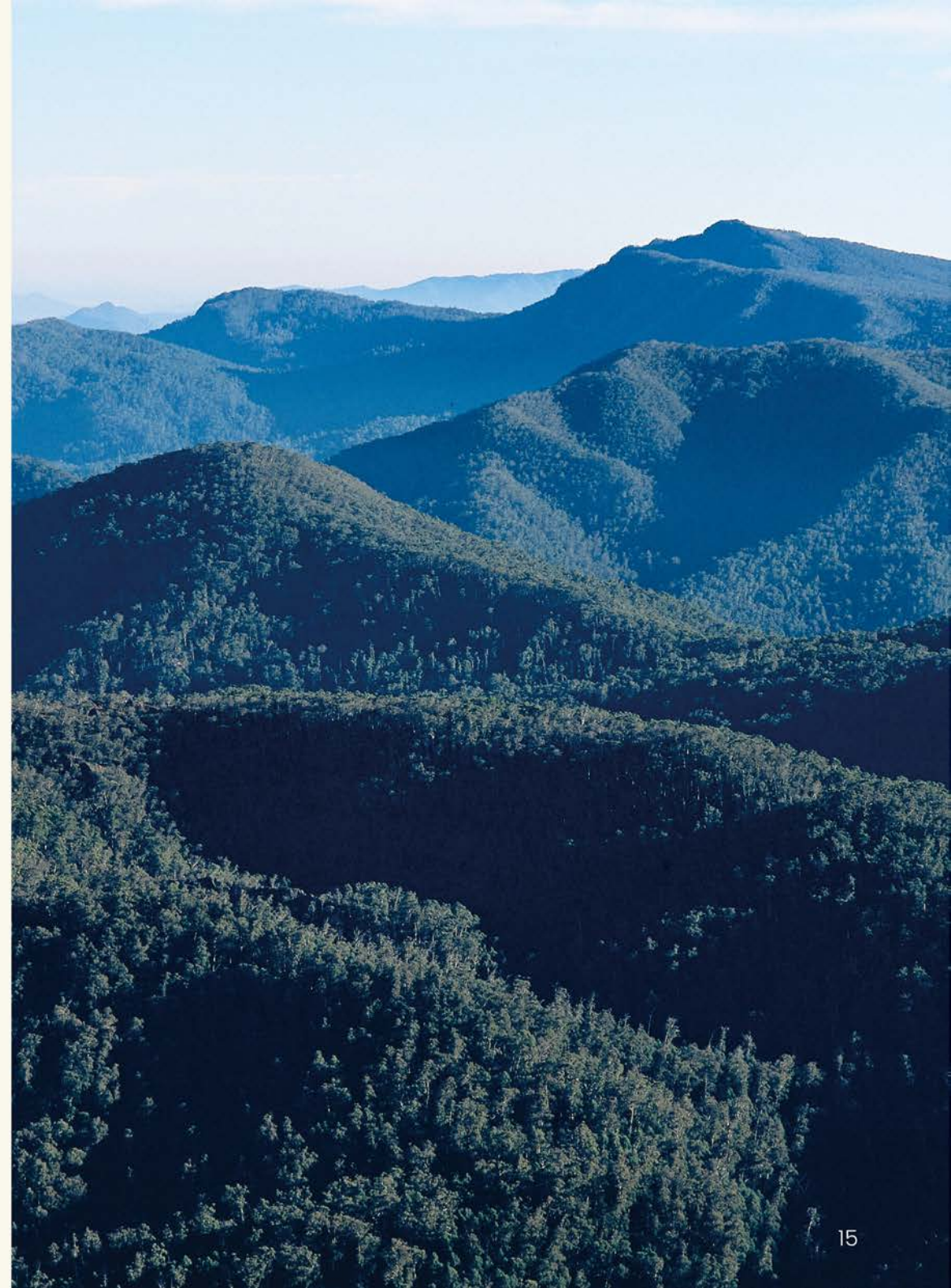
Buchan Bush Nursing Associaton

The Buchan Bush Nursing Association (BBNA) is located in the town of Buchan and provides community and home visits as well as emergency response via Ambulance Victoria.

The association's Statement of Purpose is to provide education, skills and resources enabling residents and visitors to take responsibility for their own healthcare. This is done in order to assist individuals and families to contribute effectively in creating an active, healthier community.

BBNA services approximately 25 kilometres around the town of Buchan including Buchan, Murrindal, Timbarra, Gillingal, East Buchan, South Buchan and Canni Creek.

BBNA employs thirteen staff of whom none identify as either Aboriginal and Torres Strait Islander people.





Our RAP

The collaborators within this RAP are committed to advancing reconciliation and supporting health and wellbeing and employment outcomes for First Peoples primarily within East Gippsland. Developing a Reflect RAP is a crucial step for us, providing a structured framework to enhance relationships, respect, and opportunities within our organisations and the communities we serve.

Feedback from Cultural mentors representing First Peoples Communities in East Gippsland led us to come together in the development of our RAP in order to provide a consistent and culturally safe experience of care to the Communities we serve. Collaborating in this way also allows us to share resources and decrease the cultural burden for Community in enabling feedback and guidance for one combined Reconciliation Plan rather than multiple plans all working across a similar area.

Our key reasons for developing and implementing a Reflect Reconciliation Action Plan:

Commitment to Reconciliation

As health and wellbeing care providers, we recognise the importance of acknowledging the histories, cultures, and contributions of First Peoples. A Reflect RAP allows us to establish a strong foundation for meaningful reconciliation initiatives. As a group of public facing health and community service providers, we will take a leadership role in championing reconciliation across our region.

Improving Health Equity and Cultural Safety

First Peoples experience disproportionately poorer health outcomes. Through a Reflect RAP, we aim to embed culturally responsive care, ensuring our services are safe, accessible, and inclusive for all. In working together in delivering this RAP, we also commit to supporting seamless and culturally safe care for First Peoples across all of our services. In partnership with local Aboriginal Controlled Community Organisations, Elders and other key stakeholders, we will support the national Close the Gap priority areas, focusing on those associated with health and employment outcomes.

Building Meaningful Relationships

The Reflect RAP will guide us to strengthen partnerships with local Aboriginal and Torres Strait Islander Communities, organisations, Elders and stakeholders, fostering trust and collaboration. By working together as a partnership of health organisations in this Reflect RAP, we seek to build our combined capacity to provide culturally safe care for First Peoples across our region. Working together, we aim to respectfully strengthen our relationship with Community, Aboriginal Controlled Community Organisations and each other.

Workforce Development and Inclusivity

By implementing a RAP, we commit to creating a culturally safe workplace, supporting employment opportunities for First Peoples, and providing ongoing cultural learning for all staff. While each of our services will develop specific plans to facilitate meaningful employment and career development opportunities for First Peoples, we will also work together to provide flexibility for First Peoples to take up employment or pre-vocational studies within and across our services.

Laying the Foundation for Future Actions

A Reflect RAP provides us with the time and structure to assess our current position, engage with Community and stakeholders, and to develop clear, actionable goals for future reconciliation work.

This Reflect RAP is a vital step in ensuring our health and community services are actively contributing to reconciliation and delivering high-quality, culturally safe healthcare to First Peoples across our region. By taking this step, we affirm our commitment to genuine, long-term change that benefits Aboriginal and Torres Strait Islander Communities within our region and across our broader healthcare systems.

Implementing our RAP

RAP Champions



BRHS

Bairnsdale Regional Health Service
Chief Executive Officer



Gippsland Lakes Complete Health
Chief Executive Officer



Omeo District Health
Chief Executive Officer



Orbost Regional Health
Chief Executive Officer



Dargo Bush Nursing Centre
Vice President, Board of Management



Ensay Bush Nursing
Bush Nurse Manager



Gelantipy Bush Nursing Centre
Bush Nurse Manager



Swifts Creek Bush Nursing Centre
Bush Nurse Manager



Buchan Bush Nursing Centre
Bush Nurse Centre Manager

Implementing our RAP

RAP Leads

BRHS

Bairnsdale Regional Health Service
Executive Community Wellbeing
& Aged Care (ECWAC)



Gippsland Lakes Complete Health
Inclusion and Diversity Officer
(I&D Officer)



Omeo District Health
Chief Executive Officer



Orbost Regional Health
Director Community Health



Dargo Bush Nursing Centre
Bush Nurse Manager



Ensay Bush Nursing
Bush Nurse Manager



Gelantipy Bush Nursing Centre
Bush Nurse Manager



Swifts Creek Bush Nursing Centre
Bush Nurse Manager



Buchan Bush Nursing Centre
Bush Nurse Centre Manager

Implementing our RAP

Our partnership is committed to implementing our RAP. Underpinning our work are shared values that include a focus on inclusion, consultation, truth telling and allyship. We seek to undertake this work respectfully and in partnership with Aboriginal Controlled Community Organisations, Elders and Community within East Gippsland.

To guide our partnership, we have developed a Memorandum of Understanding that underpins our partnership and highlights the accountability each organisation holds for implementation of the objectives of the RAP and formally confirming our commitment to Reconciliation.

As a partnership of health and community services providers with complementary focus and capacity, we will each create key actions within the RAP for our individual organisations while also building a collaborative approach to creating culturally safe places at each site.

We will support each other, learn together and hold each other to account in the development and implementation of our RAP.

Within the context of the Memorandum of Understanding, we will implement our RAP through a mixture of formal and informal steps that includes the creation of a Joint Reconciliation Action Plan working group that contains senior members from each organisation and where possible, Aboriginal and Torres Strait Islander employees. The working group will be guided by First Peoples led organisations, members and Elders, and directly report to the organisations' Executive or Board governance Committees and Chief Executive Officer or equivalent.

We will partner with First Peoples to regularly evaluate, improve, share and celebrate our progress. We will reflect on the outcomes of our plan each quarter and against the set timelines, assess whether goals have been met and identify barriers to success.

A process of continuous reflection, along with ongoing feedback from staff, patients, and Community, allows for adjustments and ensures that the RAP remains a dynamic tool for improving the care our health services provide to First Peoples within East Gippsland.

We are committed to walking this path with humility, honesty, and openness, guided by the wisdom and voices of First Peoples.

This is this the first formal RAP for all of the partners who hold different degrees of maturity in terms of engagement with First Peoples and the provision of culturally safe care although all have a long standing and ongoing commitment to support First Nations peoples within East Gippsland.

Our Partnerships and current activities

In preparing to commit to a Reflect RAP, the organisations have been supported by Elders and Community members, in particular through support from Gunaikurnai Land and Waters Aboriginal Corporation and Gippsland and East Gippsland Aboriginal Co-Operative along with support from members of the Bairnsdale Regional Health Service Aboriginal Health Unit and colleagues from Moogji Aboriginal Council, Lake Tyers Aboriginal Trust and the Lakes Entrance Aboriginal Health Association.

The collaborators in this partnership have varying degrees of engagement and partnership with First Peoples and Aboriginal Controlled Community Organisations. There are four local Aboriginal Controlled Community Health Organisations (ACCHOs) in East Gippsland and the Health and Community Health Service partners all work collaboratively with these Organisations to support care for First Peoples in their area, in hospital and at home. Similarly, the Bush Nursing Centres partner with ACCHOs to provide care to Community members living within their regions. There are other Aboriginal Controlled Community Organisations or businesses that work in our region with whom the collaborators partner with in support of First Peoples who access care or employment within our organisations.

Additionally, BRHS has a longstanding and highly regarded Aboriginal Health Unit. The Aboriginal Health Unit actively supports local First Peoples to work towards improving their health and the health of Community. The Unit provides services that are culturally appropriate, accessible and responsive to the needs of First Peoples who live in the Bairnsdale and East Gippsland area. Including a team leader, access and support worker, Koori Hospital Liaison Officers (KHLO) and care coordinators (registered and enrolled nurses), the team provides First Peoples leadership in the Health Services celebration or acknowledgement of key important dates including Close the Gap Day and National Aborigines and Islanders Day Observance Committee (NAIDOC) week, works closely with ACCHOs in the region and supports cultural safety training for non-Indigenous staff employed in BRHS.

An example of successful Community partnerships in 2024 is where members of the Aboriginal Health Unit along with Community partners won the Gippsland Primary Health Award in the “Transforming access to care through inclusive practice” category for Culture at the Heart. Culture at the Heart was originally funded by the Gippsland Primary Health Network and supported by Orbost’s Moogji Aboriginal Council and Safer Care Victoria.

The program combines health education and mild physical activities on Country with cultural pursuits to improve access to cardiac and preventative care for First Peoples by enhancing health literacy, cardiac health and social connections. It was co-designed by and for First Peoples in East Gippsland and delivered in partnership with the four ACCHOs in East Gippsland, BRHS and supported by other health providers in East Gippsland.

Omeo District Hospital hosts NAIDOC Week events to celebrate Aboriginal and Torres Strait Islander culture, history, and achievements. These activities promote community engagement and provide opportunities for cultural exchange between staff, patients, and the wider community. Similar events are hosted by partners at Bairnsdale Regional Health Service, Orbost Regional Health and Gippsland Lakes Complete Health.

Similarly, Orbost Regional Health is strengthening their partnership with Orbost located Moogji Aboriginal Council through several collaborative activities. Moogji have provided landscaping from their native nursery for the new aged care redevelopment project at Orbost Regional Health and the two organisations are currently progressing a Memorandum of Understanding that outlines their clinical partnerships to improve health outcomes for First Nations consumers.

All of the organisations committed to this Reflect RAP also engage with Gunaikurnai Land and Waters Aboriginal Corporation. Although not a health focused organisation, Gunaikurnai Land and Waters Aboriginal Corporation’s role is to further the aspirations of the Gunaikurnai Traditional Owners and Native Title Holders through the implementation of the Gunaikurnai native title settlement agreements and the provision of high-quality policy advice. In this context, the organisation provides cultural guidance and advice to organisations, businesses and individuals in East Gippsland to support partnership and collaboration with First Peoples in East Gippsland and improve cultural knowledge for non-Aboriginal people.

Internal activities/initiatives

Each partner provides staff with access to cultural safety and awareness learning and the Health and Community Health Service partners all have embedded Aboriginal Cultural Safety Plans within their organisations. These Aboriginal Cultural Safety Plans utilise a strengths-based approach to promote and support the delivery of culturally safe care and build employment opportunities for First Peoples in partnership with local Aboriginal Controlled Community Organisations, Elders and key Community Stakeholders.

Although smaller in size, the Bush Nursing Centres are also committed to the provision of culturally safe care for First Peoples. For example, Dargo Bush Nursing Centre staff and Board of Management personnel undertake training and awareness programs to be able to recognise and implement the need for partnership activities and initiatives. Culturally appropriate literature is currently on display in the centre reflecting a safe space for Community. Similarly, the Gelantipy Bush Nursing Centre, through training and awareness programs, are enabling their staff and Committee of Management in developing the skills to identify and enact partnership activities and initiatives with Community. The culturally-appropriate resources available at the Centre also demonstrate a welcoming environment and commitment to forming health and well-being partnerships as required.

The Action Plan

Within this collaborative, each organisation will nominate a Reconciliation Action Plan lead (RAP lead) who will retain overall responsibility for implementation of the Plan's actions in their organisation. The RAP lead will be endorsed by the relevant Chief Executive Officer (CEO) and report to the Executive and/or Board of the individual organisation. The CEOs of the organisations will retain accountability for the plan as a collaborative of service providers across the region.

The Executive Community Wellbeing & Aged Care at Bairnsdale Regional Health Service will be the primary contact for the collaborative plan and will provide secretariate support, via their Executive Assistant for the collaboration. In this context, key accountability and due dates are outlined against the key actions and deliverables below.

Where Community or Aboriginal Controlled Community Organisation engagement, guidance or collaboration is required, the RAP leads along with key Aboriginal and Torres Strait Islander organisational stakeholders, for example the Aboriginal Health Unit at Bairnsdale Regional Health Service, will take responsibility for working with local Elders, Communities or Organisations and share knowledge and learning with the wider group.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	March 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	June 2026	GLCH I&D Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2026	EA to Executive, Community Wellbeing & Aged Care at Bairnsdale Regional Health Service via RAP lead for each partner
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May – 3 June 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 June 2026	RAP Lead for each partner

Relationships

Action	Deliverable	Timeline	Responsibility
3.Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	January 2026 & March 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	March 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	March 2026	ORH Director Community Health
4.Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	June 2026	ORH Director Community Health
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2026	RAP Lead for each partner

Respect

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	June 2026	ORH Chair Diversity Committee
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	June 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Share local and broader cultural learning resources to enable shared learning and knowledge across the collaboration 	January 2026	RAP Lead for each partner
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	June 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	June 2026	RAP Lead for each partner

Respect

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2026	RAP Lead for each partner

Opportunities

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	December 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	December 2026	RAP Lead for each partner
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	December 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	June 2026	ORH Corporate Services Manager

Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a collaborative RAP Working group including all nine organisations to govern RAP implementation 	June 2026	GLCH I&D Officer
	<ul style="list-style-type: none"> Each of the nine organisations to form their own RAP working groups 	December 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	January 2026	GLCH I&D Officer
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	December 2026	GLCH I&D Officer
2. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	January 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	January 2026 & June 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Maintain senior leaders from across the collaborative to champion our RAP internally. 	June 2026	RAP Lead for each partner
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	March 2026 June 2026 September 2026	Executive, Community Wellbeing & Aged Care at Bairnsdale Regional Health Service

Governance

Action	Deliverable	Timeline	Responsibility
3. 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 verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence. 	June, annually	Executive, Community Wellbeing & Aged Care at Bairnsdale Regional Health Service
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August, annually	Executive, Community Wellbeing & Aged Care at Bairnsdale Regional Health Service
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September, annually	Executive, Community Wellbeing & Aged Care at Bairnsdale Regional Health Service
4. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Each organisation in the collaborative to register via Reconciliation Australia's website to begin developing their next RAP. 	September 2026	RAP Lead for each partner

Contact

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