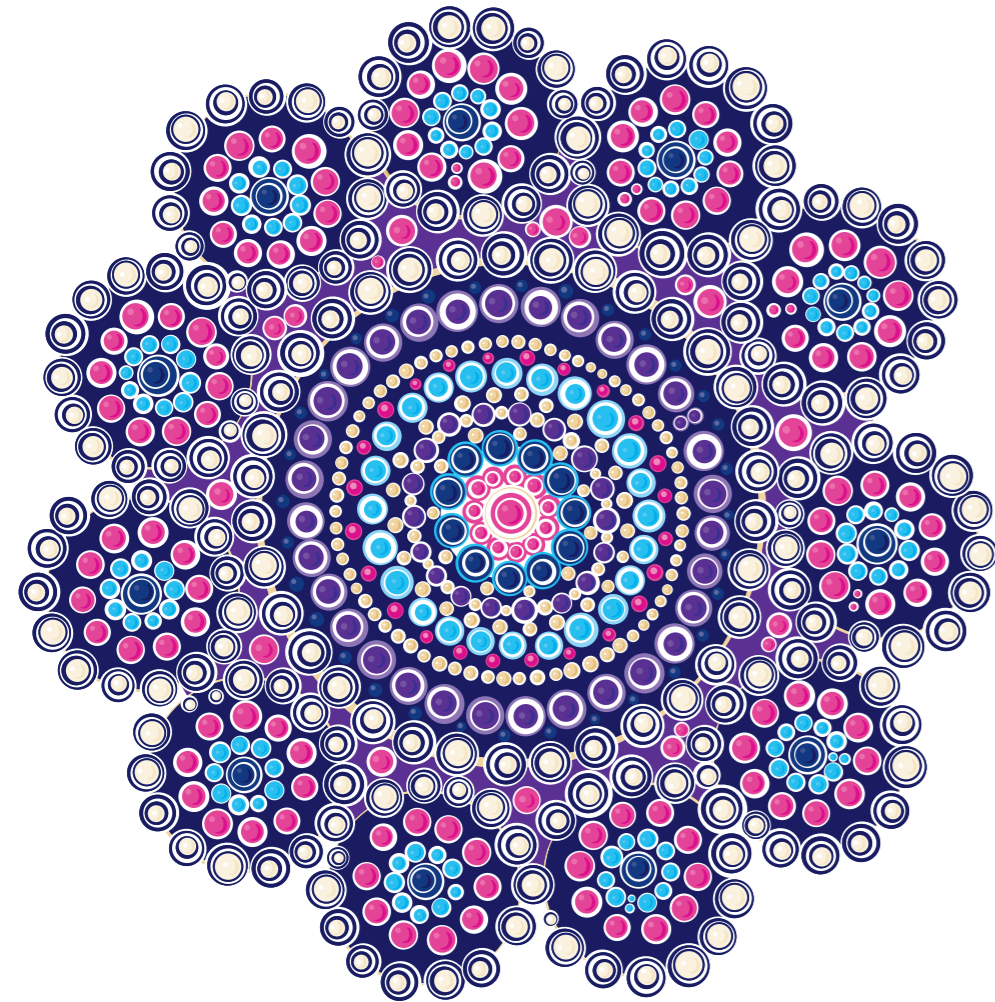




NSW Health Pathology
Innovate
Reconciliation Action Plan
November 2020–November 2022



Health
Pathology



Acknowledgement of Country

NSW Health Pathology acknowledges Aboriginal and Torres Strait Islander peoples of New South Wales and their special place as Traditional Custodians of this land.

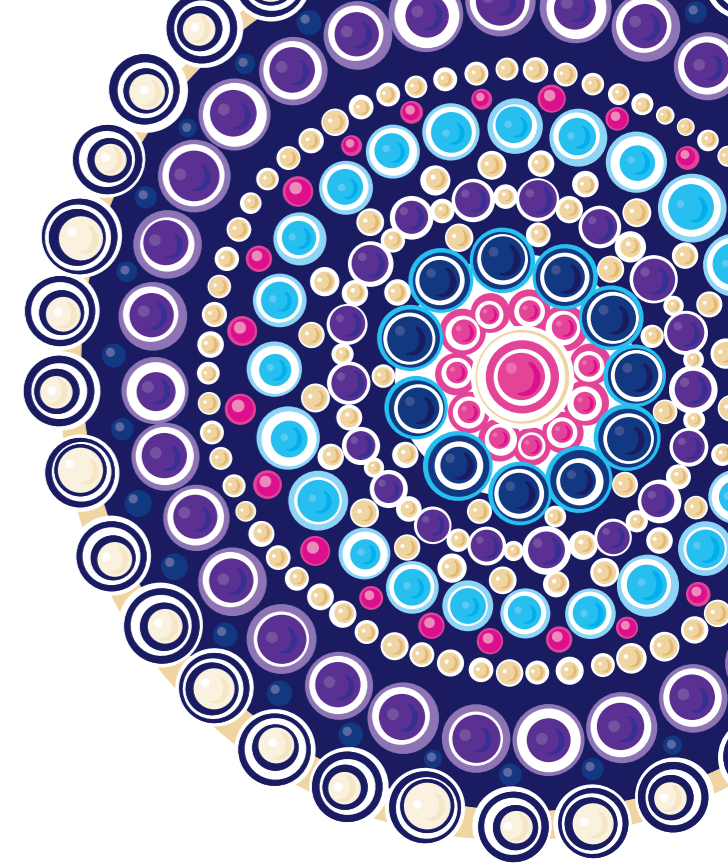
Through their sacred cultures and customs, they have nurtured and cared for this land for thousands of years and continue to do so today.

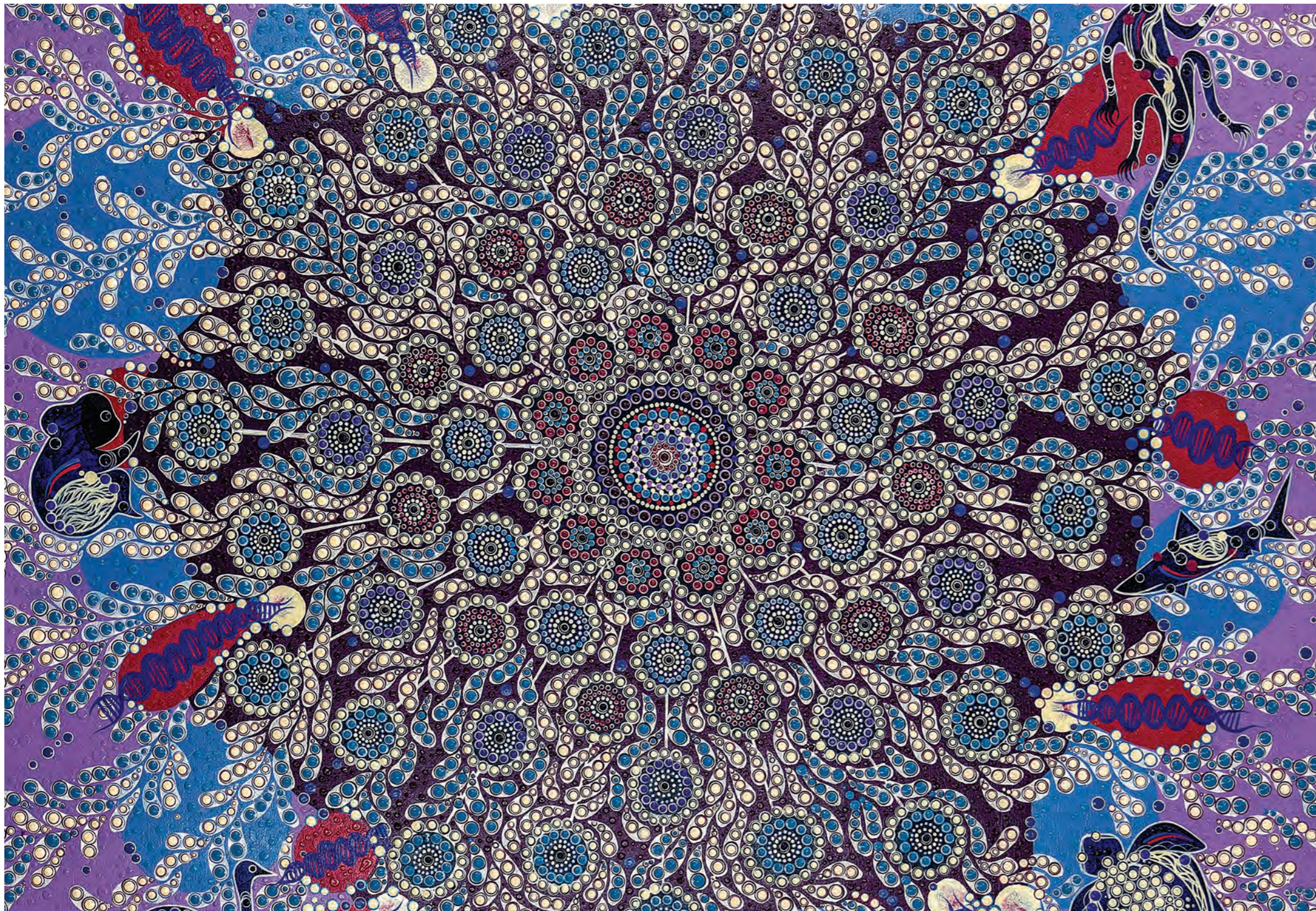
We would like to pay our respects to the Elders past, present and emerging, for they hold the memories, the traditions, the cultures and hopes of Aboriginal and Torres Strait Islander peoples across the state.

for all of
us

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Our Story of Kinship

This beautiful Aboriginal artwork was commissioned to show NSW Health Pathology's commitment to closing the health and justice gaps for Aboriginal and Torres Strait Islander communities.

We hope it will help Aboriginal and Torres Strait Islander people feel more culturally safe and welcome when we are providing them care.

The artwork uses the kinship model of Aboriginal communities to tell the story of our statewide pathology and forensic service, and the importance of having strong cultural connections with the communities we serve.

The piece was created by Aboriginal artist, Elsie Randall, a proud Yagel/Bundjalung woman from Maclean and Yamba on the NSW Far North Coast.

Elsie explains that the centre circle of the artwork expresses Aboriginal Lore - the cultural values, beliefs, rules and protocols that exist at the heart of all Aboriginal communities.

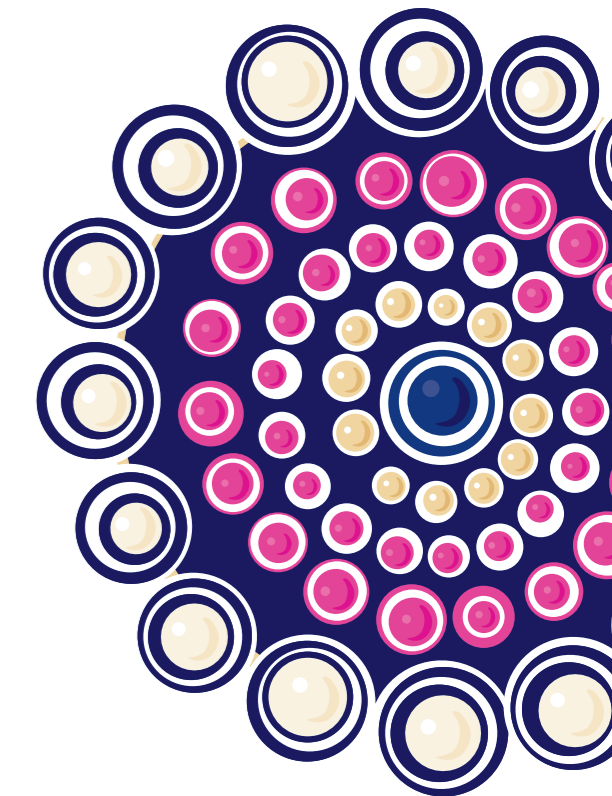
Working from the core outwards, the pink circles show the babies and children of Aboriginal communities. Blue and purple circles surrounding this are adolescent children who traditionally help raise the babies. Pink circles around these symbolise the mums and dads who mentor the adolescents in this nurturing role.

Purple and blue circles outside these pay homage to Aboriginal Elders who support the mums and dads.

Strong Aboriginal men who protect and hold the master skills, and who provide education in hunting and survival to adolescent men, are represented by the outer circles.

Different totems recognise various Aboriginal communities across NSW.

Beside these totems are circles and symbols representing the DNA, blood and bones we share, and NSW Health Pathology's vital work to help create better health and justice systems - for all of us.



A message from our Chief Executive



Tracey McCosker PSM
Chief Executive
NSW Health Pathology

NSW Health Pathology values Aboriginal and Torres Strait Islander cultures, heritage and knowledge.

We recognise that Aboriginal and Torres Strait Islander peoples across NSW have profound and special connections and identifications with lands, waters and sky. These elements are tied to their physical, spiritual, cultural and economic wellbeing.

I am very proud to present NSW Health Pathology's 'Innovate' Reconciliation Action Plan (RAP) 2020-2022. Thank you to Reconciliation Australia for guiding us.

In working towards reconciliation, we acknowledge past practices and policies which have impacted on Aboriginal and Torres Strait Islander peoples' social and emotional wellbeing.

Our RAP demonstrates our commitment to building and nurturing meaningful relationships with Aboriginal and Torres Strait Islander peoples.

In doing so, we recognise the effects of racism and intergenerational trauma on Aboriginal and Torres Strait Islander peoples and communities.

Diversity and inclusion are also critical focal points for us on our reconciliation journey. To achieve success, we will build our people's capacity to champion unity, increase our employees' ability to value each other, bring people together with a shared vision and increase their sense of connection to the initiatives we are driving.

NSW Health Pathology has come together as one statewide service and is now the preferred provider and commissioner of public pathology in NSW, with a world renowned forensic and analytical science capability. We can use this position of unity and influence to identify and improve how we support Aboriginal and Torres Strait Islander peoples.

Our 'Innovate' RAP provides us with a framework to guide this diverse and inclusive culture and serves as a roadmap to our reconciliation success. Our 'one team' approach is united by

our RITE values of Respect, Integrity, Teamwork and Excellence. This is crucial to us being a truly caring, connecting and pioneering organisation - for all of us.

NSW Health Pathology is taking positive actions to help Close the Gap, however, there is much to do. During our reconciliation journey we will build on established relationships and create new ones. We will also improve our workplaces for staff and make our services culturally safer and more welcoming for patients, families and communities.

Creating an environment that is inclusive; free from prejudice and bias; promotes mutual understanding; cultivates truth telling; and celebrates both unity and diversity will require the commitment of all NSW Health Pathology staff.

I'm excited to make real and lasting changes in our organisation and I look forward to the achievements that lie ahead.

A message from Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia

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

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

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

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

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

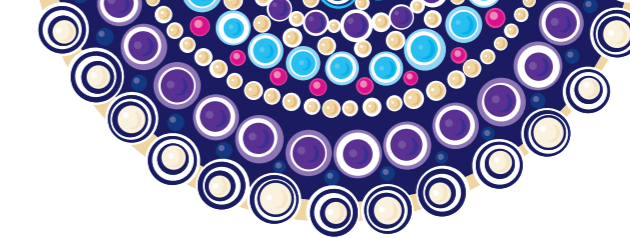
An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. NSW Health Pathology is part of a strong network of more than 1,100 corporate, government and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations NSW Health Pathology on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Our vision for reconciliation

NSW Health Pathology's vision for reconciliation is one of unity, shared wellbeing and national pride for one of the world's oldest living cultures.

Aboriginal and Torres Strait Islander cultures and knowledge are the fabrics that tie Australia together and we believe in a nation where this is realised by all.

We acknowledge that Aboriginal and Torres Strait Islander peoples have upheld cultural and spiritual practices for tens of thousands of years and hundreds of generations.

We are privileged to share this sacred country with Aboriginal and Torres Strait Islander peoples.

We envision a unified nation where our shared history is properly acknowledged and known, past injustices are accounted for, truths are told and we move forward together – proud of the new chapter in our shared story as a country.

NSW Health Pathology understands the critical role we have in supporting improved health, safety and wellbeing in Aboriginal and Torres Strait Islander communities throughout NSW. We respect that Aboriginal and Torres Strait Islander peoples have the answers to their wellbeing and their voices must be listened to.

To achieve our vision for reconciliation, we will create an organisational culture where all employees appreciate, understand and embrace Aboriginal and Torres Strait Islander cultures and values.

We will create an inclusive and diverse workplace that embraces all aspects of cultural safety and is more welcoming for patients, families and communities.

We will:

- improve the delivery of culturally contextualised services through driving statewide change to improve the health and safety of Aboriginal and Torres Strait Islander peoples
- increase the recruitment and retention of Aboriginal and Torres Strait Islander peoples, and provide professional development and leadership opportunities
- ensure Aboriginal and Torres Strait Islander employees are able to contribute meaningfully to Departmental policies, procedures and practices
- increase the level of awareness and respect for Aboriginal and Torres Strait Islander peoples and cultures across the organisation, and
- identify existing business growth and new business venture opportunities.

Our RAP will provide us with the direction we need to leverage our commitment to actions that will build, maintain and enhance mutually respectful relationships with Aboriginal and Torres Strait Islander individuals, organisations and communities.

Through our RAP, we will raise awareness of our commitment to reconciliation with our stakeholders to create a platform of shared understanding and ownership that will ensure our success.

Our business

NSW Health Pathology is the largest public pathology provider in Australia and makes a difference to the lives of the people of NSW, through better access to our expert pathology and forensic services. We put people at the heart of everything we do and our purpose is to create better health and justice systems.

Recognising the value and quality of our services, the NSW Ministry of Health has endorsed us as the preferred provider and commissioner of public pathology services to the NSW health system. NSW Health Pathology has over 60 laboratories and 150 collection services across the state and employs over 5,000 staff who provide over 100,000 clinical and scientific investigations every day.

Our Forensic and Analytical Science Service provides world class independent, objective analysis to the state's criminal and coronial justice systems. It also provides environmental health testing to public health units in NSW, and delivers services to the NSW Department of Roads and Maritime Services, local government bodies and other organisations.

The shift to a statewide structure in 2012

enabled us to build stronger relationships with our customers and the communities that rely on us for trusted expert services. New local pathology teams are developing stronger clinical relationships to ensure our statewide service continues to match local needs. We are also investing in research and innovation as a strategic priority, ensuring we meet our customers' and communities' needs into the future.

Our 5,000 plus staff include pathologists – medically trained clinicians who work in public hospitals and modern laboratories – supported by scientists, technicians, support staff and others. Together they help clinical teams make the best possible treatment decisions for patients and provide expert advice and analysis to our justice partners. We are inspiring the next generation of pathologists, scientists and technicians with placements for high school, TAFE and university students.

Our Aboriginal and Torres Strait Islander workforce has risen from 20 staff or 0.40% of total staff in July 2017 to 57 or 1.08% of total staff in October 2020. This will continue to rise as we progress to our target of at least 2.6% Aboriginal and Torres Strait Islander staff.

In an intensively competitive landscape, NSW Health Pathology was formed in 2012 and since then, we have developed several outstanding systems to enhance our research capability and it's crucial we continue to build on this success. We will do this by examining the emerging role of digital pathology, creating a single statewide laboratory information management system and building a new specimen integrity and tracking system. We will create more meaningful connections to our wealth of data by adopting new technologies to better mine, analyse and share information to enhance understanding of the tests that can be accessed.

In partnership with The Children's Hospitals at Westmead, Randwick and Newcastle, we have established the NSW Perinatal Postmortem Service. This statewide service supports hundreds of families affected by the death of a child shortly after or before birth by giving them the opportunity to understand the reason for their loss and help make informed decisions about future pregnancies. The service manages all non-coronial perinatal postmortems and provides high quality, timely testing and results to ensure the family's individual cultural and religious needs are met.



We also operate the NSW Health Statewide Biobank, the first and largest facility of its kind in Australia. It will help researchers gain a better understanding of the health of NSW people and help improve the way illness is detected, diagnosed and treated.

We have rolled out the world's largest network of hand-held Point of Care Testing (PoCT) systems to healthcare facilities across the state in almost 200 emergency departments in rural and remote locations. Doctors and nurses have access to accurate test results at all times of the day and week, meaning faster decisions that enable patients to receive faster treatment.

Our first five-year strategic plan was developed in 2012 and concluded in 2018. In this time, we improved the value we offer to all who rely on our high quality service and have re-invested in our services, workplaces and the broader health system.

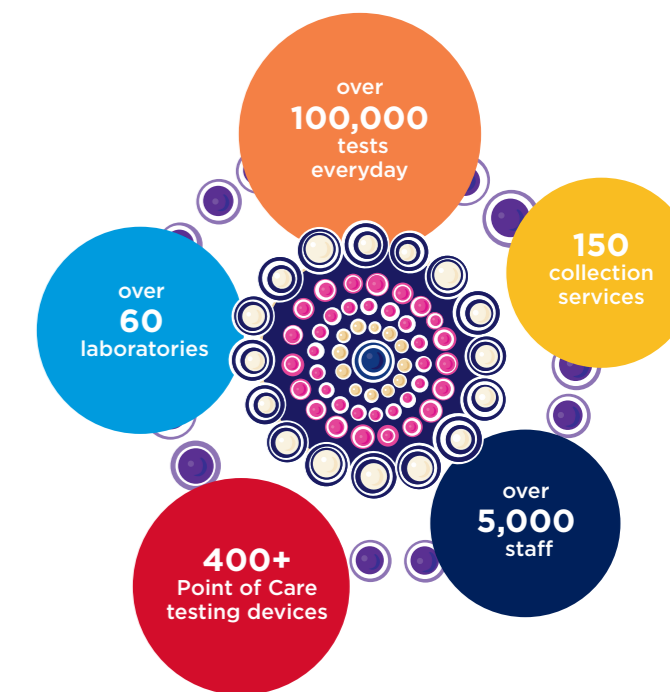
In 2019, we launched our new *Strategic Plan: Towards 2025*, demonstrating how our leadership team and staff aspire to deliver a caring, connecting and pioneering service.

Towards 2025 was created following extensive consultation with customers, partners and staff to ensure we continue to meet the evolving needs of our communities. It will help shape an extraordinary public pathology and forensics service for the future.

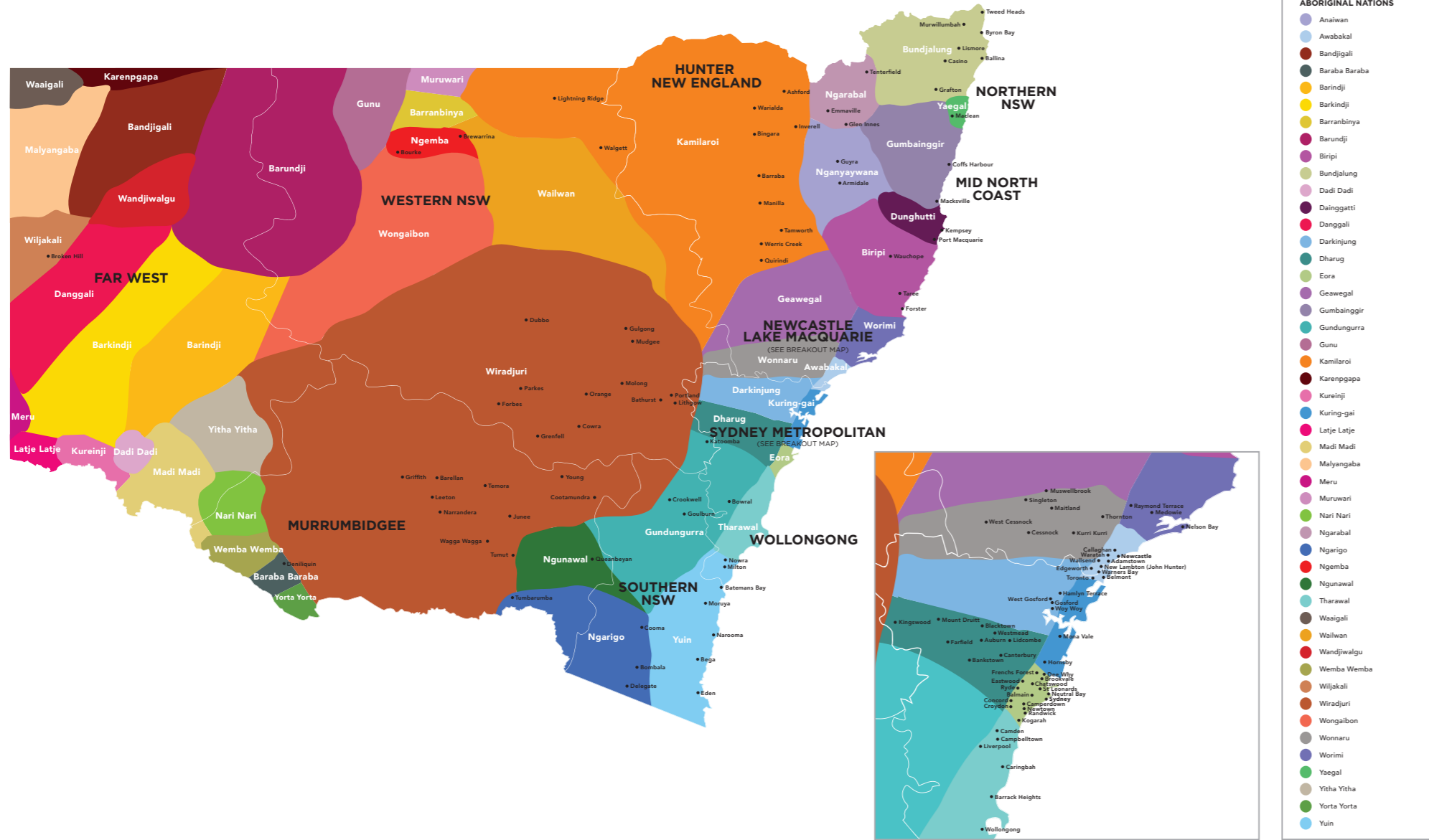
Our way forward is driven by the following strategic priorities:

1. Keep people healthy and safe
2. Deliver world-class services where safety is first
3. Integrate systems to deliver truly connected care
4. Develop and support people and culture
5. Support and harness research and innovation
6. Enable advances in technology, data and analytics
7. Deliver future-focused infrastructure and strategic commissioning
8. Maintain robust governance and financial sustainability.

NSW Health Pathology is fully committed to reconciliation and Closing the Gap. Along with the services we deliver, this RAP is one of the tools we will use to build positive relationships between Aboriginal and Torres Strait Islander peoples and the organisation.



Aboriginal Nations Map and NSW Health Pathology Sites

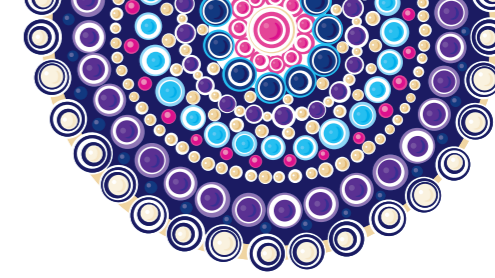


Adamstown	Awabakal
Armidale	Nganyaywana
Ashford	Kamilaroi
Auburn	Dharug (Darug)
Ballina	Bundjalung
Balmain	Eora
Bankstown	Dharug (Darug)
Barellan	Wiradjuri
Barraba	Kamilaroi (Gamilaraay)
Barrack Heights	Tharawal (Dharawal)
Batemans Bay	Yuin
Bathurst	Wiradjuri
Bega	Yuin
Belmont	Awabakal
Bingara	Kamilaroi (Gamilaraay)
Blacktown	Dharug (Darug)
Bombala	Ngarigo
Bourke	Ngemba (Ngiyampaa)
Bowral	Tharawal (Dharawal)
Brewarrina	Ngemba (Ngiyampaa)
Broken Hill	Wijakali
Brookvale	Eora
Byron Bay	Bundjalung
Callaghan	Awabakal
Camden	Tharawal (Dharawal)
Campbelltown	Tharawal (Dharawal)
Camperdown	Eora
Canterbury	Dharug (Darug)
Caringbah	Tharawal (Dharawal)
Casino	Bundjalung
Cessnock	Wonnarua
Coffs Harbour	Gumbainggir
Concord	Eora

Cooma	Ngarigo
Cootamundra	Wiradjuri
Cowra	Wiradjuri
Crookwell	Gandangara (Gundungurra)
Croydon	Eora
Dee Why	Eora
Delegate	Ngarigo
Deniliquin	Baraba Baraba
Dubbo	Wiradjuri
Eden	Yuin
Edgeworth	Awabakal
Emmaville	Ngarabal (Ngarbal)
Fairfield	Dharug (Darug)
Forbes	Wiradjuri
Forster	Biripi
Frenchs Forest	Eora
Glen Innes	Ngarabal (Ngarbal)
Gosford	Darkinjung
Goulburn	Gandangara (Gundungurra)
Grafton	Bundjalung
Grenfell	Wiradjuri
Griffith	Wiradjuri
Gulgong	Wiradjuri
Guyra	Nganyaywana
Hamlyn Terrace	Darkinjung
Hornsby	Kuring-gai
Inverell	Kamilaroi/Gamilaroi
Junee	Wiradjuri
Katoomba	Gundungurra / Dharug
Kempsey	Dunghutti
Kingswood	Dharug (Darug)
Kogarah	Eora

Kurri Kurri	Wonnarua
Leeton	Wiradjuri
Lidcombe	Dharug (Darug)
Lightning Ridge	Kamilaroi / Gamilaroi
Lismore	Bundjalung
Lithgow	Wiradjuri
Liverpool	Tharawal
Macksville	Gumbainggir
Macleay	Yaegal
Maitland	Wonnarua
Manilla	Kamilaroi / Gamilaroi
Medowie	Worimi
Milton	Yuin
Molong	Wiradjuri
Mona Vale	Kuring-gai
Moruya	Yuin
Mount Druitt	Dharug (Darug)
Mudgee	Wiradjuri
Murwillumbah	Bundjalung
Muswellbrook	Wonnarua / Geawegal
Narooma	Yuin
Narrandera	Wiradjuri
Nelson Bay	Worimi
Neutral Bay	Eora
New Lambton	Awabakal
Newcastle	Awabakal
Newtown	Eora
Norwa	Yuin
Orange	Wiradjuri
Parkes	Wiradjuri
Portland	Wiradjuri
Queanbeyan	Ngunawal

Quirindi	Kamilaroi / Gamilaroi
Randwick	Eora
Raymond Terrace	Worimi
Ryde	Eora
Singleton	Wonnarua
St Leonards	Eora
Sydney	Eora
Tamworth	Kamilaroi / Gamilaroi
Taree	Biripi
Temora	Wiradjuri
Tenterfield	Ngarabal (Ngarbal)
Thornton	Wonnarua
Toronto	Awabakal
Tumbarumba	Ngarigo
Tumut	Wiradjuri
Tweed Heads	Bundjalung
Wagga Wagga	Wiradjuri
Walgett	Kamilaroi / Gamilaroi
Wallsend	Awabakal
Waratah	Awabakal
Warialda	Kamilaroi / Gamilaroi
Warners Bay	Awabakal
Wauchope	Biripi
Werris Creek	Kamilaroi / Gamilaroi
West Cessnock	Wonnarua
West Gosford	Darkinjung
Westmead	Dharug (Darug)
Wollongong	Tharawal (Dharawal)
Woy Woy	Darkinjung
Young	Wiradjuri



Why we are developing a RAP

NSW Health Pathology's RAP marks an important milestone for the organisation as it continues to mature and advance as one statewide service.

We are developing a RAP to enable continued progress towards culturally informed and embedded services that will improve safety and wellbeing for Aboriginal and Torres Strait Islander communities.

Our organisation's guiding principles - Caring, Connecting and Pioneering - are embedded in our RAP.

We must put Aboriginal and Torres Strait Islander people at the centre of all that we do.

We will:

- listen and learn to better understand Aboriginal and Torres Strait Islander peoples and organisations
- adapt our practices to deliver better outcomes and experiences for Aboriginal and Torres Strait Islander peoples

- be courageous and develop improved methods of service delivery tailored for Aboriginal and Torres Strait Islander peoples' needs
- support research initiatives that drive improvements to the health, safety and wellbeing of Aboriginal and Torres Strait Islander peoples, and
- forge stronger connections with Aboriginal and Torres Strait Islander peoples through a community engagement framework that facilitates co-design of new and improved service models.

We acknowledge that for Aboriginal and Torres Strait Islander peoples, health means not just the physical wellbeing of an individual, but refers to the social, emotional and cultural wellbeing of the whole community. This is a place where everyone can achieve their full potential as a human being, thereby bringing about the total wellbeing of the community.

NSW Health Pathology is committed to better understanding and supporting the communities we work in.

To build on the respectful and trusting relationships we have established, our initiatives will:

- focus our efforts to engage Aboriginal and Torres Strait Islander business partners
- attract, retain and provide development opportunities for our Aboriginal and Torres Strait Islander employees, building on our current base of 57 Aboriginal and Torres Strait Islander staff (October 2020), and
- support a more inclusive organisational culture where we celebrate Aboriginal and Torres Strait Islander peoples heritage and cultures through targeted education that creates improved understanding.

Community members that are at risk or facing unacceptable inequities in health and justice are priority communities for us. Since our creation, NSW Health Pathology has designed and delivered culturally respectful pathology and forensic services in genuine partnership with Aboriginal and Torres Strait Islander peoples to improve client access and outcomes. This RAP will build on what has been created and in doing so, we will tackle the challenges that matter most to all of us.

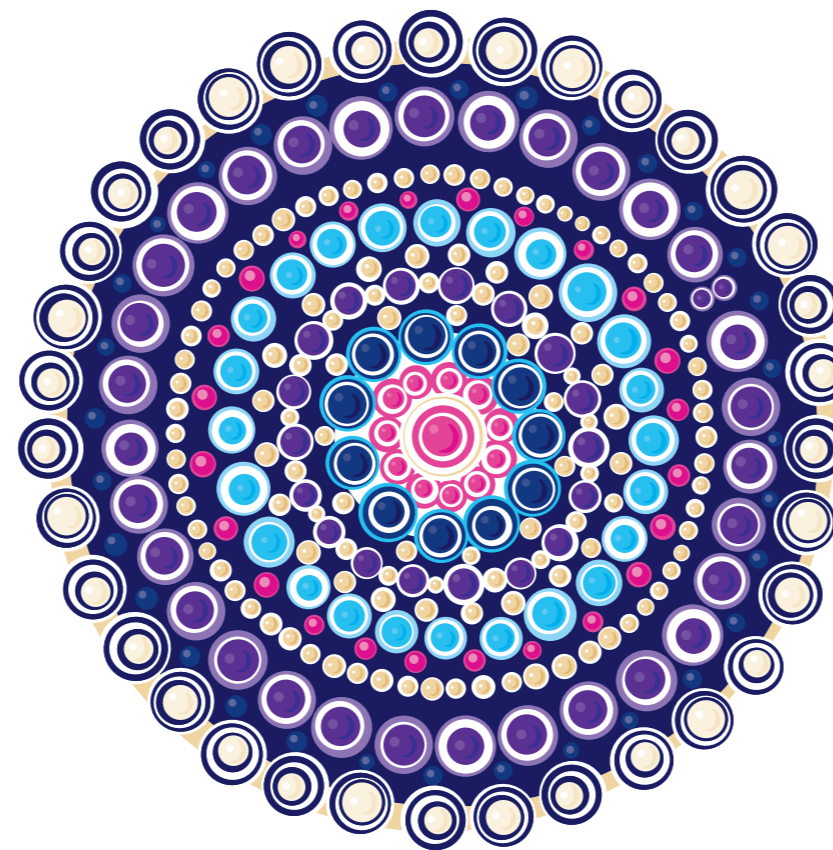
Our RAP will help us to continue to broaden community access to emerging science and diagnostic technologies to lessen the burden on Aboriginal and Torres Strait Islander communities and hospitals through better prevention strategies, patient engagement and care in the community.

The service models supported by our RAP will promote improved interaction, safety, outcomes and experiences for all, leading to improved customer and community satisfaction.

Our reconciliation journey will include many diverse parties and stakeholders to ensure a focused and sustained effort to support the success of Aboriginal and Torres Strait Islander employees, partners, families, clients and communities.

Encouraging, recognising and promoting the achievements of Aboriginal and Torres Strait Islander employees will be central to achieving success.

We will also create a work environment that supports a sense of place and cultural wellness to enable staff to realise their dreams and aspirations.



Our reconciliation governance

This is NSW Health Pathology's first RAP. It builds on strong partnerships and collaboration over recent years with several Aboriginal and Torres Strait Islander organisations including health services, local Aboriginal land councils and Aboriginal and Torres Strait Islander teams within the Local Health Districts, Specialty Health Networks and other NSW Health organisations.

Accountability for meeting the core commitments and targets in this RAP rests with the Chief Executive, in addition to a range of functional teams within the organisation.

Our RAP Steering Committee consists of cross-functional members representing various significant teams within NSW Health Pathology including Human Resources, Research, Innovation, and Forensic and Analytical Science in addition to significant external service providers. Our RAP Steering Committee will include a minimum of four Aboriginal and Torres Strait Islander people and representatives from across NSW Health Pathology's portfolios.

The RAP Steering Committee will have responsibility for:

- review and calibration of individual plans and targets under the RAP
- development of public aggregate state targets for relevant aspects of the RAP, including aggregate targets for Aboriginal and Torres Strait Islander employment and procurement
- monitoring overall performance against RAP core commitment and targets
- internal aggregate reporting of progress against RAP targets to the NSW Health Pathology Board, Chief Executive and Executive Director, People and Culture
- engagement with the Ministry of Health, and
- annual public reporting of progress against all RAP targets including aggregate state targets for Aboriginal and Torres Strait Islander employment and procurement.

The RAP Steering Committee members will continue to monitor the impact of the RAP post adoption through an Implementation and Accountability Framework that has been designed in parallel with development of the RAP.

As part of this process, each NSW Health Pathology Directorate and subsets of the Clinical Operations Directorate will develop RAP Implementation Plans.

RAP Implementation Plans will be developed by the following portfolios:

- Medical Services
- Clinical Governance, Quality and Research
- Forensic and Analytical Science Service
- Scientific and Technical
- Strategic Communications
- Clinical Services
- Strategy and Transformation
- People and Culture
- Finance and Corporate Services
- Clinical Operations
 - South
 - North
 - East
 - West
 - Rural and Regional

Implementation workshops have taken place, which were facilitated by an external Aboriginal consultant to support this process. Each portfolio has now appointed a champion to drive the effective implementation of the RAP.



The RAP will be championed by:

- NSW Health Pathology Board
 - Endorse the RAP, provide leadership to the organisation and champion the RAP
- Chief Executive
 - Provide leadership to the organisation and promote the RAP
 - Chair RAP Working Group Committee meetings
- Forensic and Analytical Science Service (FASS)
 - Provide support and will be championed by FASS Communications and Stakeholder Engagement Manager
- RAP Champions (senior leaders)
 - Provide feedback on progress of key RAP initiatives
 - Manage relationships with identified internal and external partners
 - Identify partnership opportunities with Aboriginal and Torres Strait Islander organisations/providers
 - Monitor progress
 - Ensure the implementation of RAP related actions are met.

NSW Health Pathology commits to the actions documented in this RAP. We will develop and drive initiatives to build an inclusive and culturally aware workforce that embraces diversity, supports Aboriginal and Torres Strait Islander research, and achieves positive outcomes.

The development of the 'Innovate' RAP is an important next step for NSW Health Pathology as it evolves in its understanding and ability to better support Aboriginal and Torres Strait Islander staff, patients and customers.

Our performance will be independently monitored through reporting to Reconciliation Australia each year. Our RAP progress will also be reported to the NSW Health Pathology Board annually.

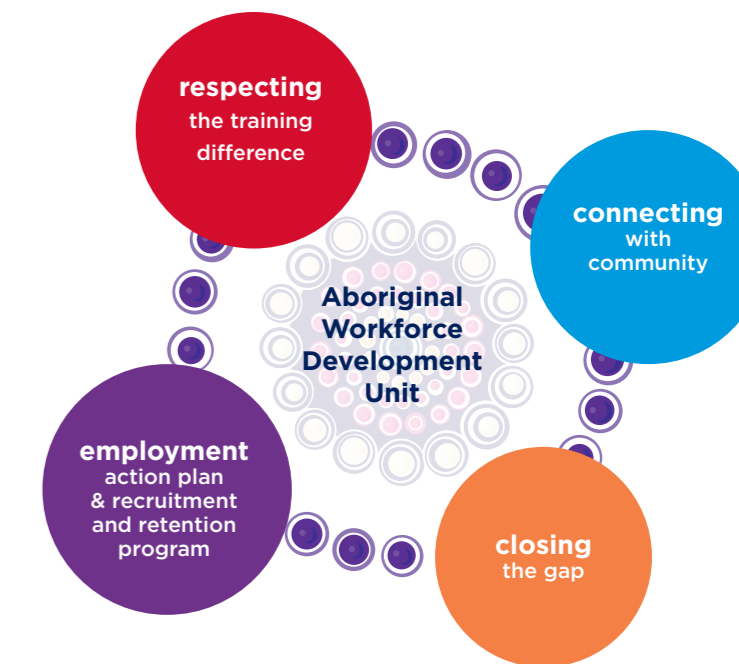
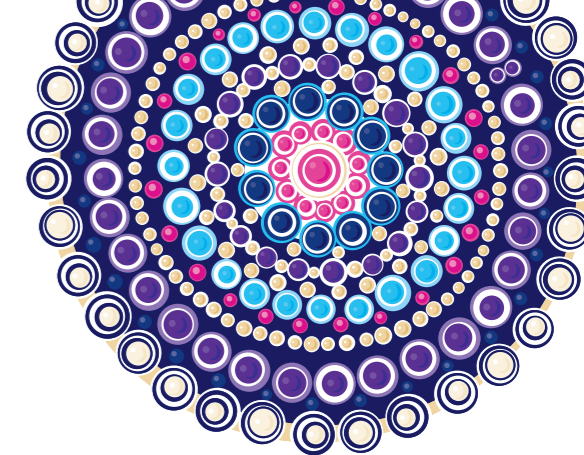
We will review targets and deliverables regularly in consultation with Reconciliation Australia to support our commitment to continuous improvement on the reconciliation journey.

Our reconciliation journey

This RAP is an exciting next step for NSW Health Pathology as it builds on the positive outcomes achieved in recent years. After reflection and analysis on the momentum that has been generated, we are excited to champion our reconciliation commitment through an 'Innovate' RAP.

Our RAP will initially focus on leveraging our progress in growing our Aboriginal and Torres Strait Islander workforce through our Aboriginal and Torres Strait Islander Workforce Development Unit.

This includes implementation of our Recruitment and Retention Plan and our Aboriginal and Torres Strait Islander Employment Action Plan. Overtime we will build on our RAP and as our approach matures we will focus on implementing strategies to improve the health, safety and wellbeing of Aboriginal and Torres Strait Islander peoples through research and innovation.





Aboriginal and Torres Strait Islander Recruitment and Retention Program

The NSW Health Pathology Aboriginal and Torres Strait Islander Recruitment and Retention Program supports our organisation to grow and develop our Aboriginal and Torres Strait Islander workforce.

This program is focused on strategies that make NSW Health Pathology an employer of choice for Aboriginal and Torres Strait Islander people.

These strategies include:

- increasing employment opportunities
- supporting and developing our current Aboriginal and Torres Strait Islander staff
- providing culturally safe and respectful workplaces through cultural redesign and cultural awareness training for all staff, and
- improving provision of NSW Health Pathology services to Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander Employment Action Plan

The number of Aboriginal and Torres Strait Islander employees within NSW Health Pathology has risen since this initiative was given increased resourcing, including the recruitment of a dedicated position.

In this time, the number of Aboriginal and Torres Strait Islander staff has risen from 20 staff or 0.40% of total staff in July 2017 to 57 people or 1.08% of total staff in October 2020.

These statistics indicate we are continuing to increase our Aboriginal and Torres Strait Islander workforce and are on track to reaching our target of at least 2.6% in the near future.

Aboriginal Workforce Development Unit (AWDU)

This Unit was established in 2018 and is a vital resource for the organisation in implementing strategies, providing guidance and supporting a number of critical initiatives.

Respecting the Difference Training

Respecting the Difference: An Aboriginal Cultural Training Framework has been created by the NSW Department of Health to assist the health workforce in increasing cultural competency and to promote greater understanding of the processes and protocols for delivering health services to Aboriginal and Torres Strait Islander peoples.

The framework aims to significantly improve the health status of Aboriginal and Torres Strait Islander peoples and reverse the impacts of racism and transgenerational trauma. It also identifies the need for organisations to provide more respectful, responsive and culturally sensitive services, underpinned by a belief that it is everyone's responsibility to be involved in changing organisational culture.

The purpose of this training is to motivate health staff to build positive and meaningful relationships with Aboriginal and Torres Strait Islander peoples who may be patients, customers, visitors or staff, and to improve their confidence in establishing appropriate and sustainable connections.

NSW Health Pathology has delivered this program for a number of years.



Connecting with Community Activities (Aboriginal Workforce)

Connecting with our communities is important for the success of NSW Health Pathology's Aboriginal and Torres Strait Islander Recruitment and Retention Program. It allows us to build a stronger profile in the community and to promote our organisation as an employer of choice for Aboriginal and Torres Strait Islander peoples.

NSW Health Pathology has so far connected to Aboriginal and Torres Strait Islander communities in the following ways:

- commemoration of significant dates and events on the Aboriginal and Torres Strait Islander calendar
- attending and hosting important meetings focused on providing better outcomes in employment for Aboriginal and Torres Strait Islander communities, and
- attending expo days to promote careers in pathology, science and forensics.

Closing the Gap actions

Closing the Gap is a Commonwealth Government strategy that aims to reduce disadvantage among Aboriginal and Torres Strait Islander peoples with respect to life expectancy, child mortality, access to early childhood education, educational achievement and employment outcomes.

NSW Health Pathology is taking positive actions to *Close the Gap*. To commemorate **Close the Gap Day**, a video was developed through internal collaboration between various NSW Health Pathology teams and shared with all staff.

The video features NSWHP's Aboriginal Workforce Development Unit and Chief Executive speaking about the importance of *Closing the Gap* in Aboriginal and Torres Strait Islander disadvantage, and highlights strategies that NSW Health Pathology has started implementing to assist in this process.

Outcomes achieved on our journey so far

Caring	Connecting	Pioneering
<p>Welcome to Country and Acknowledgement of Country protocols conducted in meetings, forums and workshops as a standard agenda item.</p>	<p>Engagement with numerous Aboriginal communities through continued attendance at significant events and meetings.</p>	<p>Development of RAP commenced.</p>
<p>Internal recognition of Aboriginal and Torres Strait Islander cultures through flags and other items increased from 0 to over 200 from 2018 to 2019.</p>	<p>Creation of the NSW Health Pathology Aboriginal Workforce Development Unit.</p>	<p>NSW Health Pathology <i>Cultural Communication</i> booklet commenced.</p>
<p>NSW Health Pathology signature blocks updated to include <i>Acknowledgement of Country</i>.</p>	<p>Roll out of commissioned Aboriginal artwork across NSW Health Pathology facilities.</p>	<p>NSW Health Pathology <i>Sorry Business</i> booklet commenced.</p>
	<p>Increase in Aboriginal and Torres Strait Islander employment from 0.4% in 2017 to 1.08% in October 2020.</p>	<p>NSW Health Pathology <i>Employment Action Plan</i> progressed.</p>
	<p>Increase in <i>Respecting the Difference Training</i> completion rate from 25% in 2017 to 62% in October 2020.</p>	<p>Two Aboriginal and Torres Strait Islander staff have undertaken NSWHP's Emerging Leaders Program.</p>
	<p>Dual Naming Strategy developed and implemented for NSW Health Pathology meeting rooms in Newcastle Watt Street office, as a start but there is more to do.</p>	
	<p>Aboriginal and Torres Strait Islander Branding Strategy developed and implemented.</p>	
	<p>National Sorry Day and National Reconciliation Week Skype event (June 2020) and NAIDOC Week Skype event (November 2020) to bring staff together to better understand Aboriginal and Torres Strait Islander cultures, customs, heritage and protocols.</p>	

Our Reconciliation Action Plan





Our Reconciliation Action Plan

Relationships

NSW Health Pathology is committed to building and maintaining strong relationships with Aboriginal and Torres Strait Islander peoples and business partners.

We believe that focused initiatives and efforts to connect people, share experiences and more effectively engage with Aboriginal and Torres Strait Islander communities will enable our organisation to build valued partnerships based on mutual understanding, respect and appreciation.

NSW Health Pathology is committed to contributing to a reconciled Australia that will enable us all to truly value the cultures, rights and experiences of Aboriginal and Torres Strait Islander peoples and communities.

Staff with RAP responsibilities:

- Aboriginal Training Coordinator (ATC)
- Aboriginal Employment Coordinator (AEC)
- Chief Executive (CE)
- Executive Director Strategic Communications (EDSC)
- Executive Director People and Culture (EDPC)
- Executive Directors (EDs)
- Advisory Working Group Committee (AWGC) and Information Communication and Technology (ICT)



Action	Deliverable	Timeline	Responsibility
1.1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Create a list of key Aboriginal and Torres Strait Islander communities, organisations and stakeholders.	December 2020	ATC & AEC
	Develop Aboriginal and Torres Strait Islander Community Engagement Guidelines that support the co-design of guiding principles with local organisations and communities.	December 2020	ATC & AEC
	Consult with local Aboriginal services to identify their needs and opportunities for partnership.	February 2021, February 2022	EDs
	Develop a Memorandum of Understanding with The National Aboriginal Community Controlled Organisation (NACCHO).	February 2021	EDPC & CE
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	April 2021	EDPC & ATC
	1.2 Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021, May 2022
Ensure RAP Steering Committee participates in an external NRW event each year.		May 2021, May 2022	EDPC
Encourage and support staff and senior leaders to participate in at least one event to recognise and celebrate NRW.		May 2021, May 2022	EDPC & ED
Organise and widely promote at least one internal event for NRW each year.		May 2021, May 2022	EDPC & ED
Register all NSW Health Pathology NRW events via Reconciliation Australia's NRW website.		May 2021, May 2022	EDPC & ED
Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.		May 2021, May 2022	EDSC

Action	Deliverable	Timeline	Responsibility
1.3 Raise internal and external awareness of the RAP to promote reconciliation across our business, the health sector and our sphere of influence.	Develop and implement a Communication Plan to raise staff awareness of NSWHP's Innovate RAP and commitments.	December 2020, December 2021	ATC & EDSC
	Implement strategies to engage our staff in reconciliation.	February 2021, February 2022	EDPC, ATC & CE
	Communicate our commitment to reconciliation publicly by displaying the endorsed RAP on NSW Health Pathology's intranet and website.	May 2021, May 2022	ATC, EDSC & CE
	Collaborate with other RAP organisations to develop ways to advance reconciliation.	March 2021	ATC
	Include RAP in NSW Health Pathology annual reporting and other relevant documents.	July 2021, July 2022	AWGC & EDSC
	Work with our Research Directorate to include RAP in research key priorities and initiatives.	March 2021, March 2022	EDPC & EDCGQ
	Promote reconciliation and explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through ongoing active engagement.	March 2021, March 2022	ATC & AEC
	Include RAP information in staff induction process.	February 2021 and 2022	AEC & EDPC
	1.4 Promote positive race relations through anti-discrimination strategies.	Communicate our organisation's anti-discrimination policy.	February 2021, February 2022
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.		February 2021, February 2022	EDPC
Engage with Aboriginal and Torres Strait Islander staff to consult on how to better enforce our organisation's anti-discrimination policy.		August 2021, August 2022	ATC & EDPC
Educate NSW Health Pathology's Senior Leadership Team and Directorates on the effects of racism and ways to create increased cultural safety in the workplace.		April 2021, April 2022	ATC & EDPC



Our Reconciliation Action Plan

Respect

NSW Health Pathology values and understands the importance of diversity and acknowledges the importance of ensuring respectful relationships that reflect Aboriginal and Torres Strait Islander people's right to inform the services provided to them.

With focused efforts as part of this RAP, we aim to gain improved awareness and understanding of Aboriginal and Torres Strait Islander communities, appreciate the histories, cultures and spirituality of Australia's Traditional Owners and celebrate the collaborative successes this RAP will create.

Respect is important for ensuring our services are culturally inclusive, for fostering an inclusive workplace where all Australians can celebrate their histories and for attracting and retaining a diverse workforce.

Staff with RAP responsibilities:

- Aboriginal Training Coordinator (ATC)
- Aboriginal Employment Coordinator (AEC)
- Executive Director Finance and Corporate Services (EDFCS)
- Chief Executive (CE)
- Executive Director People and Culture (EDPC)
- Executive Directors (EDs)
- Executive Director Strategic Communications (EDSC)
- RAP Champions (RAPC)



Action	Deliverable	Timeline	Responsibility
1.1 Develop cultural respect in all staff and increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, languages, histories and achievements through cultural learning and development.	Assess current organisational cultural competency and cultural learning needs within the organisation.	February 2021, February 2022	ATC & EDPC
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy that builds on Respecting the Difference training.	November 2021, November 2022	ATC
	Develop, implement, communicate and maintain an Aboriginal and Torres Strait Islander cultural learning strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	November 2021, November 2022	ATC
	Provide opportunities for RAP Steering Committee members, HR Managers and other key leadership staff to participate in formal and structured cultural learning.	February 2021, February 2022	ATC
	Promote Reconciliation Australia's Share Our Pride online tool to all staff.	May 2021, May 2022	ATC & EDPC
	Investigate and procure local cultural experiences and immersion opportunities to support cultural learning plan.	March 2021, March 2022	ATC & EDPC
	Establish a whole of organisation approach to cultural competency development that is reflected in team and individual performance plans.	December 2020, December 2021	ATC & EDPC
	Ensure all new employees undertake Respecting the Difference training within 6 months of employment.	February 2021, February 2022	ATC & EDPC
1.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols such as Welcome to Country and Acknowledgement of Country.	Increase staff's understanding of the purpose and significance behind cultural protocols including Acknowledgement of Country and Welcome to Country protocols.	November 2021, November 2022	ATC
	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	January 2021	ATC
	Invite a Traditional Owner or Custodian to provide a Welcome to Country at significant events, including Annual Leadership Forums and Connect Days.	January 2021, January 2022	ATC & EDPC

Action	Deliverable	Timeline	Responsibility
1.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols such as Welcome to Country and Acknowledgement of Country.	Update the list of key contacts for organising and conducting a Welcome to Country and maintaining respectful partnerships.	January 2021, January 2022	ATC
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal and external meetings.	January 2021, January 2022	EDPC
	Organise and display an Acknowledgment of Country plaque in our office/s or on our office buildings.	December 2020, December 2021	ATC & AEC
	Continue to display Aboriginal and Torres Strait Islander flags and artworks at service delivery sites.	March 2021, March 2022	ATC & EDs
1.3 Build and demonstrate respect for Aboriginal and Torres Strait Islander peoples by celebrating NAIDOC week.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2021, May 2022	ATC & EDPC
	Contact local NAIDOC Week Committees to discover events in local communities.	June 2020, June 2021	ATC
	Have information on NAIDOC Week on internal portals for staff to access.	June 2020, June 2021	ATC & EDSC
	Promote and support internal NAIDOC celebrations.	June 2021, June 2022	ATC & EDSC
	Promote and encourage participation in external NAIDOC events to all staff.	June 2021, June 2022	ATC, RAPC & EDSC
	Enable all Aboriginal and Torres Strait Islander staff to engage in their cultures and with their communities during NAIDOC Week.	July 2021, 2022	ATC & EDPC
	RAP Steering Committee to participate in external NAIDOC Week event.	July 2021, July 2022	ATC, EDPC & CE
	Raise awareness and share information among staff about the meaning of NAIDOC Week which includes information about local Aboriginal peoples and communities.	July 2021, July 2022	EDPC & ATC

Action	Deliverable	Timeline	Responsibility
1.4 Promote Aboriginal and Torres Strait Islander dates of significance and local community events.	Develop and communicate to staff a calendar of Aboriginal and Torres Strait Islander dates of significance.	May 2021, January 2022	ATC & EDSC
	Raise awareness and share information among staff of the meaning of significant dates.	May 2021, January 2022	ATC & EDSC
	Internally promote local community events recognising Aboriginal and Torres Strait Islander dates of significance.	January 2021, January 2022	ATC & EDSC
	Celebrate and recognise significant Aboriginal and Torres Strait Islander cultural events such as the anniversary of the National Apology (February); National Close the Gap Day (March); National Harmony Day (March); National Sorry Day (May); National Reconciliation Week (May); MABO Day (June); NAIDOC Week (July); Aboriginal and Torres Strait Islander Children's Day (August) and International Day of the World's Indigenous People (September) and other relevant local community events.	January 2021, January 2022	ATC & EDSC
1.5 Update communications to build cultural competence internally and cultural awareness externally.	Review NSW Health Pathology Communications Style Guide to ensure appropriate terminology is used when communicating about Aboriginal and Torres Strait Islander peoples.	December 2020, December 2021	ATC & EDSC
	Review NSW Health Pathology website and other sources of information to ensure they are culturally appropriate.	January 2021, January 2022	ATC & EDSC
1.6 Ensure all NSW Health Pathology workplaces are culturally welcoming, respectful and safe for Aboriginal and Torres Strait Islander staff, clients and other stakeholders.	Develop guidelines on what makes a physical space culturally safe including plaques, photographs, flags, artworks, statements of commitment and staff communications.	January 2021, January 2022	ATC & EDPC
	Audit workplace sites, and identify and implement improvements.	December 2020, December 2021	EDPC & AWDU
1.7 Ensure that relevant policies and procedures are sensitive to Aboriginal and Torres Strait Islander cultures.	Review relevant policies and procedures including those relating to recruitment and retention, procurement, service delivery, communications and engagement.	August 2021, August 2022	AEC & EDFCS
	Develop a Cultural Leave Policy that provides Aboriginal and Torres Strait Islander staff with two days Cultural Leave each year.	December 2021	ATC & EDPC





Our Reconciliation Action Plan

Opportunities

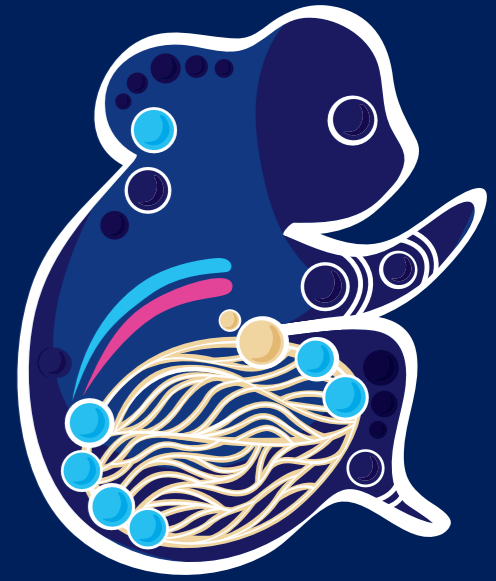
NSW Health Pathology is passionate about supporting improved wellbeing for Aboriginal and Torres Strait Islander individuals, families and communities. We will explore, identify and harvest opportunities in all aspects of our business to support our reconciliation vision through accessing the experience and expertise of Aboriginal and Torres Strait Islander communities we service.

Areas of opportunity already identified include recruitment, retention and development of Aboriginal and Torres Strait Islander staff, procurement of goods and services, partnering and service delivery. In providing and promoting these opportunities, we will contribute to closing the social, economic and health gaps many Aboriginal and Torres Strait Islander peoples face.

The RAP will influence organisational workplace culture to create a culturally safe environment where Aboriginal and Torres Strait Islander employees, communities, organisations and other stakeholders feel welcome, supported, respected and valued.

Staff with RAP responsibilities:

- Aboriginal Employment Coordinator (AEC)
- Chief Executive (CE)
- Executive Director People and Culture (EDPC)
- Executive Director Finance and Corporate Services (EDFCS)
- Executive Directors (EDs)
- Information Communications Technology Services (ICT)
- Aboriginal Workforce Development Unit (AWDU)



Action	Deliverable	Timeline	Responsibility
1.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workplace.	November 2020, November 2021, November 2022	AEC, EDPC & CE
	Collect information on, and build understanding of, our current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2020, November 2021, November 2022	AEC
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on our Recruitment, Retention and Professional Development Strategy.	December 2020	AEC
	Develop and implement an Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development Strategy.	December 2020	AEC & EDPC
	Develop and implement an Aboriginal and Torres Strait Islander Employment Pathways Strategy (includes traineeships, scholarships and cadetships).	December 2021	AEC
	Develop an Aboriginal and Torres Strait Islander Leadership Development Policy.	December 2020	AEC & EDPC
	Advertise all job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders including in Aboriginal and Torres Strait Islander media.	January 2021, January 2022, April 2021, April 2022 July 2021, July 2022 Oct 2021, October 2022 December 2021	AEC & EDPC
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	March 2021, 2022 June 2021, 2022 October 2021, 2022	AEC & EDPC
1.2 Continue to improve the quality of and accessibility of our services.	Consult with Aboriginal and Torres Strait Islander communities and organisations to develop tailored services that will improve access and outcomes.	February 2021	CE & EDs & AEC
	Develop a data process that identifies Aboriginal and Torres Strait Islander patients.	February 2021, February 2022 June 2021, June 2022 October 2021, October 2022	AEC & ICT Services
	Promote and engage with Aboriginal and Torres Strait Islander communities to access NSW Health Pathology's services and resources.	February 2021, February 2022 June 2021, June 2022 October 2021, October 2022	EDSC & AWDU

Action	Deliverable	Timeline	Responsibility
1.3 Increase Aboriginal and Torres Strait Islander supplier diversity within our organisation to support improved economic and social outcomes.	Promote the existing Aboriginal and Torres Strait Islander procurement strategy including Supply Nation opportunities.	December 2020, December 2021	EDFCS, EDPC & AWDU
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2021, March 2022	EDFCS, AWDU & EDPC
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander owned businesses.	December 2020, December 2021	ATC, AEC & EDs
	Review and update procurement policies and practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2021, August 2022	EDFCS, AWDU & EDPC
	Investigate Supply Nation to be a catalyst for growth in procurement from Aboriginal and Torres Strait Islander businesses.	February 2021	ATC
1.4 Continue to work with relevant stakeholders to develop pathology-related resources specific to Aboriginal and Torres Strait Islander communities.	In collaboration with relevant stakeholders, identify internal and external resources that will support NSW Health Pathology to achieve RAP success.	March 2021, March 2022 June 2021, June 2022 September 2021, September 2022	ATC & EDs
	Develop internal and external resources.	December 2020, December 2021, December 2022	ATC, AEC & EDSC
	Consult with key staff, community members and organisations to determine resource needs.	March 2021, March 2022 June 2021, June 2022 September 2021, September 2022	ATC, AEC & EDSC
1.5 Reflect on existing work practices, identify gaps and implement opportunities to improve services and create connected communities of care.	Identify priorities for improving the extent to which cultural considerations are embedded into services.	June 2021, June 2022	ATC, AEC & EDFCS
	Bring together partners in health and justice to redesign and drive improved service models, outcomes and experiences for all our communities.	July 2021, July 2022	All EDs
	Increase the Aboriginal and Torres Strait Islander voice in decision making.	July 2021, July 2022	EDFCS

Our Reconciliation Action Plan Opportunities

Action	Deliverable	Timeline	Responsibility
1.5 Reflect on existing work practices, identify gaps and implement opportunities to improve services and create connected communities of care.	Convene an annual forum bringing together Aboriginal and Torres Strait Islander staff to discuss issues, identify improvements and share good practice.	October 2021, October 2022	ATC & EDPC
	Promote NSWHP Aboriginal and Torres Strait Islander research projects/ programs.	July 2021	EDCGQ
	Develop strategies to support targeted research into improving the health and wellbeing of Aboriginal and Torres Strait Islander peoples.	June 2021	EDCGQ
1.6 Create a cultural mentoring network for Aboriginal and Torres Strait Islander staff.	Support mentoring arrangements or informal support for Aboriginal and Torres Strait Islander staff.	March 2021, March 2021	AEC & EDPC





Our Reconciliation Action Plan

Governance

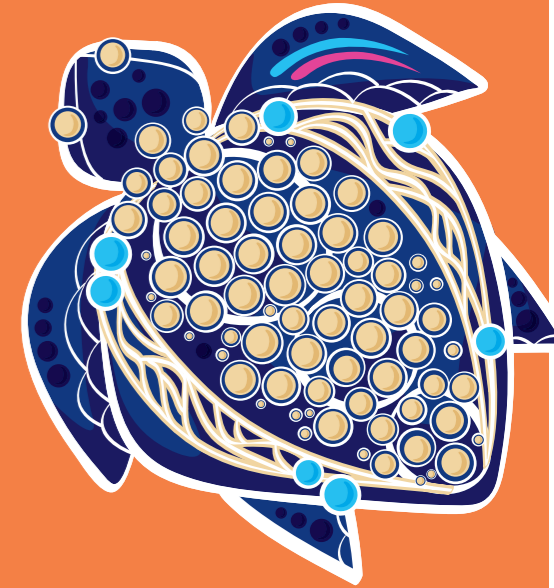
We understand our 'Innovate' RAP is an important next step on our reconciliation journey. We know that achieving our reconciliation vision through the actions and deliverables outlined in this RAP is everybody's responsibility. It will require commitment, learning and involvement of all NSW Health Pathology staff to ensure we continue to evolve and progress along the RAP continuum.

Continued tracking of our effort through our RAP Steering Committee and our RAP Employee Advisory Group will unite and drive tailored initiatives that build on our strengths, overcome our weaknesses and leverage our opportunities.

We will celebrate our progress whilst acknowledging this is a long journey requiring patience, commitment and ongoing collaboration internally and externally.

Staff with RAP responsibilities:

Aboriginal Employment Coordinator (AEC)
Aboriginal Training Coordinator (ATC)
Chief Executive (CE)
Executive Director Finance and Corporate Services (EDFCS)
Executive Director Strategic Communications (EDSC)
Executive Director People and Culture (EDPC)
Executive Director Scientific and Technical Strategy /
Chief Scientist (EDSTSCS)



Action	Deliverable	Timeline	Responsibility
1.1 Maintain an effective RAP Steering Committee to drive governance of RAP.	Oversee the continued development, endorsement and launch of the RAP.	November 2020	ATC
	Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee.	November 2020	ATC
	Update Terms of Reference to ensure the following: - providing strategic direction, guidance and advice relating to reconciliation - promoting a culture of reconciliation in the workplace - providing appropriate support to staff who wish to collaborate with Aboriginal and Torres Strait Islander stakeholders - sharing relevant research, education and other initiatives as deemed relevant by the Committee's Purpose - providing updates to their respective regular team meetings - becoming RAP Ambassadors - quorum to include at least one Aboriginal and/or Torres Strait Islander member and two Executive Directors - Chief Executive to attend at least one meeting per year.	November 2020	ATC
	Meet at least four times per year to drive, monitor and report on RAP development and implementation.	December 2020, March 2021, June 2021, September 2021, December 2021, March 2022, June 2022, September 2022	ATC
	Develop and distribute an expression of interest to join the RAP Steering Committee to key Aboriginal and Torres Strait Islander peoples within our sphere of influence.	November 2020	ATC
	Appoint and maintain an internal RAP Champion from senior executive.	November 2020	CE
1.2 Provide appropriate support for effective implementation of RAP commitments.	Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2020	CE
	Identify resource needs for RAP development and implementation to ensure it is fully funded.	February 2021, February 2021	ATC & EDFCS
	Develop and implement a RAP Implementation and Accountability Framework to track, measure and report on RAP actions and deliverables.	February 2021	ATC

Action	Deliverable	Timeline	Responsibility
1.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Provide regular reports on progress and implementation of RAP to all staff, senior leaders, CE and NSW Health Pathology Board quarterly.	March 2021, June 2021, September 2021, December 2021, March 2022, June 2022, September 2022	EDSC
	Publicly report our RAP achievements, challenges and learnings annually.	July 2021 July 2022	AEC, ATC & EDSC
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021 September 2022	EDPC
	Review and improve the existing methods used to track and report on RAP activities.	March 2021, March 2022, September 2021, September 2022	EDPC
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	EDPC
1.4 Incorporate additional responsibilities of RAP into relevant staff position descriptions.	Identify and review relevant staff position descriptions and include the additional responsibilities identified in the current RAP.	December 2020, December 2021	ATC & EDPC
1.5 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2022	ATC

Artwork

Created for NSW Health Pathology by Elsie Randall, a proud Yagel/Bundjalung woman from Maclean and Yamba on the NSW Far North Coast. Artwork elements used throughout the RAP document.

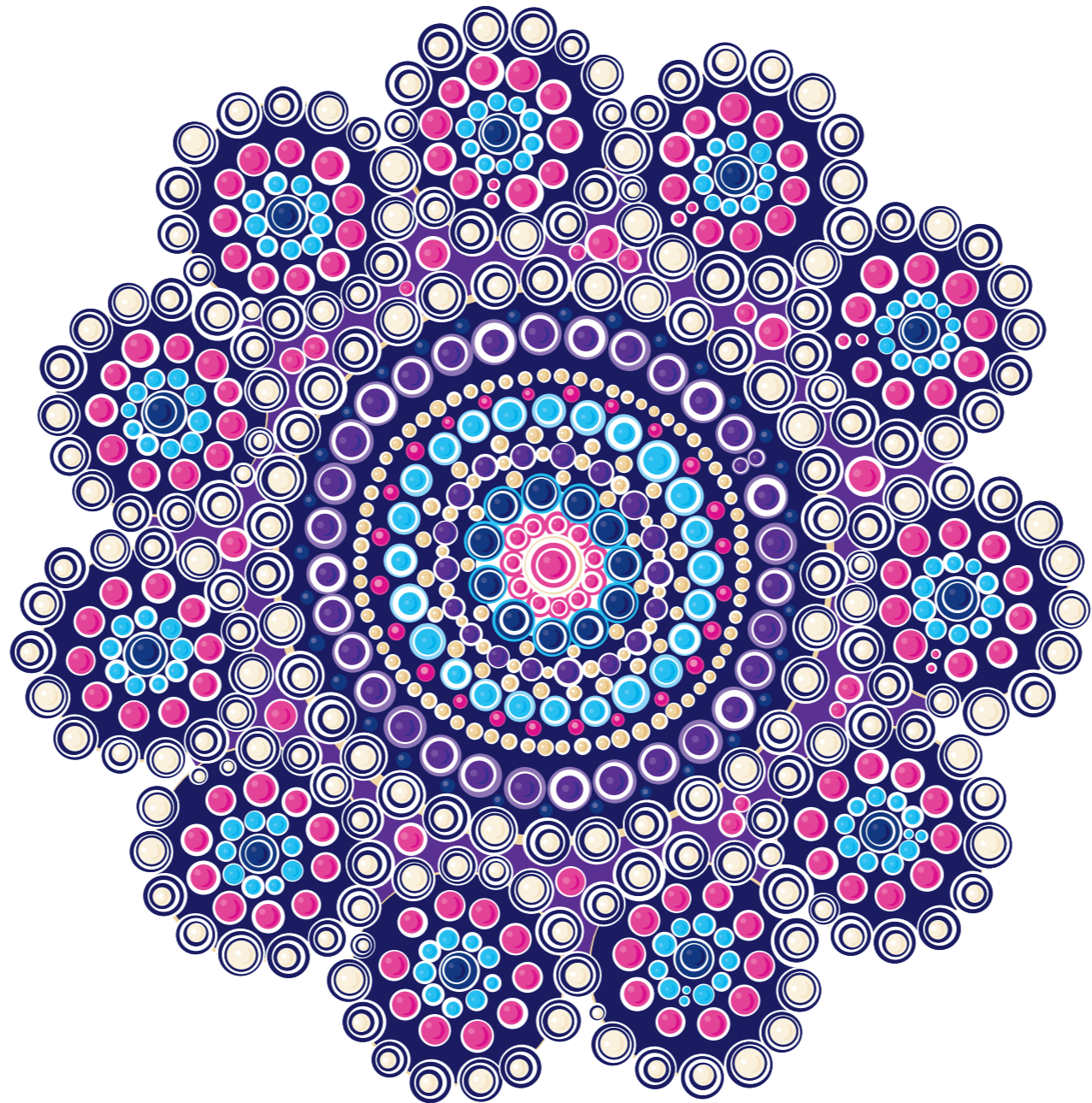
Design

Document design and layout by Indigenous creative agency we are 27 Creative.
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For more information

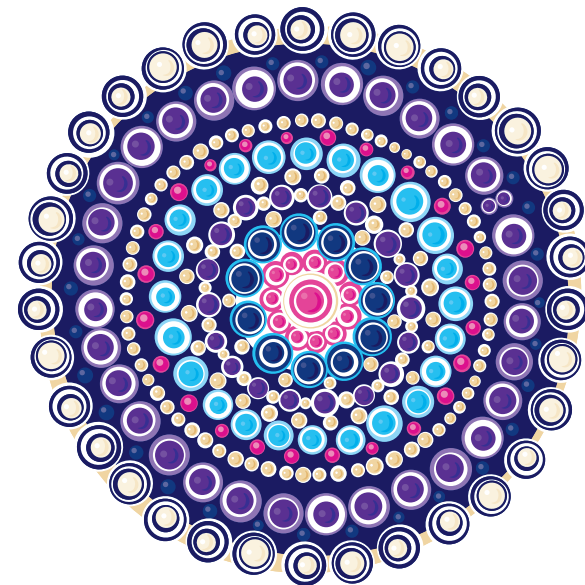
Please contact our Aboriginal Training Coordinator Angela Pearce
02 4920 4117
NSWPATH-RAP@health.nsw.gov.au
Angela works as part of NSW Health Pathology's Aboriginal Workforce Development Unit, in the People and Culture portfolio.





“Creating an environment that is inclusive, free from prejudice and bias, promotes mutual understanding, cultivates truth telling, and celebrates both unity and diversity will require the commitment of all NSW Health Pathology staff.”

Tracey McCosker PSM
Chief Executive
NSW Health Pathology



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