



# MedHealth Reconciliation Action Plan: **INNOVATE**

March 2022 to March 2024

*MedHealth acknowledges the Traditional Custodians of the land upon which we live and work, and pays respects to Elders past, present and emerging.*

*We recognise that the health of our people is connected to the health of our planet. We value access and inclusion and seek to listen, learn and build strong partnerships. We aim to provide genuine opportunities for Aboriginal and Torres Strait Islander peoples within our workforce and through our business.*





# OUR VISION FOR RECONCILIATION



*Our vision for reconciliation is a unified Australia where Aboriginal and Torres Strait Islander peoples thrive through meaningful employment and good health and where all Australians learn from, and celebrate, First People's cultures and deep knowledge of Country.*

*This means the principles of reconciliation with Aboriginal and Torres Strait Islander peoples are embedded in our service delivery across healthcare and employment services, as well as in our organisational culture and processes at MedHealth.*



## Delivering the MedHealth RAP

Everything MedHealth does is geared towards improving health and work outcomes. Through our family of businesses, we support people to realise their full potential – be that through better health or regained work or recovery, providing clarity, advice and expert opinions, or meaningful employment.

MedHealth is committed to inclusion in all facets of its business. As part of that commitment, we have created this Reconciliation Action Plan (2022- 2024) to:

- Recognise the value of Aboriginal and Torres Strait Islander peoples' histories, knowledge and contributions within our business and the wider community
- Make a meaningful contribution to reconciliation, building respect, relationships and opportunities for Aboriginal and Torres Strait Islander peoples, both within our organisation and through delivering culturally appropriate services
- Foster a corporate culture that values the health, wellbeing and knowledge of all peoples

Our shared MedHealth purpose is to help organisations improve the health and employment outcomes of a population, while never losing sight of the individual. With this plan and our actions, MedHealth brings our purpose to life.

## Our business


MedHealth supports thousands of people across Australia each year to achieve better work and health outcomes. We do this through our unique combination of strengths, capabilities and resources, which span healthcare management, medical opinion, advisory, employment, health and business technology, rehabilitation and return to work services.

MedHealth's customers are from a broad base of government sector and private business organisations who are responsible for the health and employment outcomes of an individual.

We apply our diverse and complementary capabilities to solve our customers' problems, helping them to better health and employment outcomes for the people they are responsible for.

Our purpose-built collection of healthcare and employment services businesses includes Ability Action Australia, advicor, ASSESS Group, atWork Australia, Be Active Health Solutions, Benchmark Rehab, Cogent Thinking, Kairros, IPAR, MBC Employment, Medilaw, MindSense Centre for Psychology, mi-Support, mlcoa, OT Medico Legal, Outcomes Connect Australia, Next Health, SIS Rehab, Total WorkFit Solutions, Unified Healthcare Group and WorkFocus Australia.





Our team of 2,500 committed health, employment and support professionals use their talents to help others realise their potential. Backed with the expertise of more than 1,200 independent medical specialists who consult across MedHealth, we cover all major medical and allied health disciplines.

Our programs provide support to injured or ill workers, people with disability, Aboriginal and Torres Strait Islander peoples, long-term unemployed people, parents seeking a return to the workforce, people with mental health conditions, members of the military and veterans, people injured in car accidents and many others.

We deliver Australian Government employment services including jobactive (soon to be known as Workforce Australia), which includes our Indigenous Connections team; Disability Employment Services (DES); and Parents Next. We are also the sole supplier of the JobAccess program on behalf of the Australian Government, which is the national hub for workplace and employment information for people with disability, employers and service providers.

We support whole populations to better outcomes, yet never lose sight of the individual we are working with to build a better life through work and health. With over 300 locations across all states and territories of Australia, we are wherever our customers and clients need us most, when they need us.

MedHealth currently employs 30 team members who have identified as Aboriginal and/or Torres Strait Islander people, representing around 2.5 percent of our workforce. We have identified the recruitment of Aboriginal and Torres Strait Islander allied health professionals as an opportunity for our business, with the aim of improved service design and delivery. As part of our RAP, we partnered with the GO Foundation in 2020 to establish a university scholarship for a four-year allied health degree, helping to build a pathway from school to university for Aboriginal and Torres Strait Islander students in these professions.

We are highly cognisant of the ongoing effects of colonisation and the resulting gaps that exist between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians in health outcomes, educational attainment and economic participation, and are committed to maximising our impact through the services we provide and the way we conduct our business.

Over the last six years we have supported more than 330 Aboriginal and Torres Strait Islander Australians into work via the Vocational Training and Employment Centre (VTEC) program, and over 2,500 Aboriginal and Torres Strait Islander Australians into education or employment across our complementary employment services. Our next focus is to expand our Indigenous Connections beyond Western Australia.

*<sup>1</sup>Based on voluntary employee onboarding data collection with 1,261 respondents and extrapolated. Under this RAP, MedHealth will continue to improve ways to collect benchmark data on our people in culturally appropriate ways as part of the onboarding process, leading to a more accurate measure in the future.*

# Letter from our CEO



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I am ambitious for MedHealth's first Reconciliation Action Plan (RAP). As a group of businesses who support people to better health and employment outcomes, our contribution to reconciliation can, and should, truly make a difference.

I am also a realist. Over 200 years of dispossession does not get 'undone' – ever. That's why the idea of reconciliation is so powerful. We listen, we learn, we work together to create change. We build something new, together.

I know to make real progress, to have a positive impact in the wider community, it will take commitment, time and a willingness to be uncomfortable. Both professionally and personally, I am on board for this.

A couple of years ago I read something that both moved and changed me. One of the people we supported with employment services wrote her story down. [I urge you to read it.](#)

Angela told us:

*"I am now employed. This gift I have been given will change my life, my children's life and our future."*

This is what I want MedHealth's services to achieve for as many people as possible.

To Angela and anyone whose potential is yet to be realised – we see you.

Our approach will be to be brave and listen. To embrace co-design. To contribute and participate.

Across MedHealth we have talented people with incredible skills in a wide variety of healthcare and employment fields. Imagine the possibilities that could come from our people working beside and with Aboriginal and Torres Strait Islander communities to create opportunities for their peoples.

We already have pockets of expertise in delivering culturally appropriate services to, and with, Aboriginal and Torres Strait Islander clients in employment services and workplace rehabilitation. Over the course of this RAP, we will co-design more and better services to improve healthcare and employment outcomes.

But our RAP is not just about our contribution to reconciliation in the wider community. It is also about how we create opportunities for Aboriginal and Torres Strait Islander team members within MedHealth. Our impact in the community depends on first being a great employer for Aboriginal and Torres Strait Islander peoples. We have work to do in this area, though we are on our way and committed to listening and continual improvement.

Our RAP and the relationships we form, and have formed, with Aboriginal and Torres Strait Islander organisations, communities and peoples will guide our contribution to reconciliation. We will always look for connections – connections with people, as well as ways to connect our diverse skills to create even better outcomes.

**Tim Morphy**  
**Chief Executive Officer**  
**MedHealth**



# Letter from Reconciliation Australia

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

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

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

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

By investigating and understanding the integral role it plays across its sphere of influence, MedHealth 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. MedHealth 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 MedHealth'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 MedHealth on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**





## Our RAP

At our core, we are a group of businesses that supports people to achieve better employment and health outcomes. We support Australians from all walks of life to move forward and achieve their potential.

This is MedHealth's first Reconciliation Action Plan (RAP) as a group of 21 businesses. Five of the 21 MedHealth businesses have operated under previous RAPs (WorkFocus Group 2015 and Work Health Group 2017-2019). The remainder are included in a RAP for the first time under this plan.

We have chosen an Innovate RAP as it best supports the timeline of our reconciliation journey. Many of the structural requirements that come from a Reflect RAP are already in place across MedHealth. Our prior experience and knowledge will be built upon as MedHealth embarks on its Innovate RAP, aiming to contribute to reconciliation in Australia as soon as possible. With different businesses at different stages of RAP awareness, we will focus on a major awareness and education campaign for our people as this RAP is launched and maintain education efforts on an ongoing basis.

### Our Innovate RAP will help us to:

- Recognise the value of Aboriginal and Torres Strait Islander peoples' histories, knowledge and contributions within our business and the wider community
- Make a meaningful contribution to reconciliation, building respect, relationships and opportunities for Aboriginal and Torres Strait Islander peoples, both within our organisation and through delivering culturally appropriate services
- Foster a corporate culture that values the health, wellbeing and knowledge of all peoples


MedHealth understands that reconciliation is good for our people, our business, the economy and the nation.

Our commitment to the RAP process in the coming years will focus on long-term, sustainable activities that will achieve mutual benefits for business and community. It makes a great deal of sense to build on the work we already do, and the connections we already have, through employment and occupational rehabilitation services for Aboriginal and Torres Strait Islander clients.

Our sponsor and RAP Champion is CEO of MedHealth, Tim Morphy.

Our RAP Working Group comprises:

- Linda Collard, General Manager Marketing Communications, MedHealth (Co-chair)
- Karla Fernee, Leader Employer Engagement, JobAccess (Co-chair)

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- Barry Miller, DES Operations Manager NSW, atWork Australia
  - Melanie Simon, Aboriginal Partnerships Lead / Employment Services Consultant, WorkFocus Australia
  - Kylie Gould, National Account and Marketing Manager, Medilaw Group
  - Janelle Martin, Area Manager, IPAR
  - Darryn Midson, National Account and Marketing Manager, ASSESS Group
  - Jo Lewis, Regional Manager, DES, North Coast NSW, atWork Australia
  - Justin Gately, General Manager- MedHealth Solutions, MedHealth

Its membership includes Aboriginal and Torres Strait Islander members, as well as non-Indigenous Australians. Membership crosses our brands and geographies, including both regional and metropolitan areas of Australia.

The development of our Innovate RAP included input and review from our Aboriginal and Torres Strait Islander RAP Working Group members, as well as a review of the plan by an external consultancy, IPS Management Consultants. Additionally, external advisers were consulted and their feedback included – they are Nathan Moran, CEO of the Metropolitan Local Aboriginal Land Council based in Redfern, Sydney on Gadigal Land and Wade Krueger, Indigenous Affairs Manager of large national employer, Sodexo.


We have sought and incorporated feedback from MedHealth's Aboriginal and Torres Strait Islander team members. This is not a one-off. Our Aboriginal and Torres Strait Islander team members will be approached for feedback and suggestions at least once a year and are encouraged to engage with the RAP Working Group at any time.


### **Our RAP timeline**

#### **2015**

- Our first Reflect RAP launched under WorkFocus Group, celebrated across offices with cultural ceremonies and Welcomes to Country
- Team member attended Wirrpanda Foundation trip to Onslow, creating cultural awareness across Group
- RAP communications plan implemented, CEO showcased RAP in roadshow, cultural competency training pilot conducted

#### **2016**

- Cultural competency training delivered to employment services staff
  - The Indigenous Literacy Foundation named as founding charity in workplace giving program
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- Our first Cultural Protocols policy launched across Group
  - National Reconciliation Week celebrated with local cultural tours
  - The WorkFocus Group and IPAR join forces to become the Work Health Group, forming a working group to develop an Innovate RAP
  - Review of Aboriginal and Torres Strait Islander suppliers conducted

## 2017

- Launch of the Work Health Group Innovate RAP 2017 – 2019
- Appointed Indigenous organisation and stationery supplier, MURU, as sole supplier across the five Work Health Group businesses


## 2018

- MedHealth acquires Work Health Group, forming a group of healthcare and employment businesses
- WorkFocus Australia develops and launches a culturally appropriate Recovery and Return to Work Service for Aboriginal and Torres Strait Islander clients

## 2019

- Cultural Protocols Policy introduced across all MedHealth businesses
- Appointed Aboriginal and Torres Strait Islander organisation and stationery supplier, Muru Office Supplies, as sole supplier across all the MedHealth businesses
- atWork Australia was one of only a handful of organisations consulted for an OECD report into Indigenous employment best-practice, the findings of which went on to have implications for policy and practice across the globe

## 2020

- Via organisation-wide Expression of Interest, MedHealth established its first RAP Working Group with representatives from across the business in March 2020
  - MedHealth partnered with the GO Foundation to provide a four-year allied health scholarship for an Aboriginal and/or Torres Strait Islander student to gain a degree qualification through Western Sydney University. With this partnership, MedHealth embarks on its commitment to create employment pathways to allied health for Aboriginal and Torres Strait Islander students
  - MedHealth Academy launched Aboriginal and Torres Strait Islander Cultural Awareness e-learning across the business
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- atWork Australia introduces specialist Indigenous Employment Services team, dedicated to closing the gap on Aboriginal and Torres Strait Islander employment outcomes

## 2021

- A webinar on 'Practical reconciliation: The power of good health and good work' was hosted for our people in National Reconciliation Week
- As part of NAIDOC Week celebrations, MedHealth introduced the acknowledgement of specific Aboriginal Nations in email signatures as a visual reminder of the Country we work on for team members, customers and clients
- MedHealth has implemented a clear way to capture procurement with Aboriginal and Torres Strait Islander owned organisations in our finance system to support our procurement goals

We know we can contribute more to reconciliation in Australia and are excited about the journey ahead.



*Artwork from the circle of attendees at atWork Australia's first ever Indigenous Ready and Willing training in 2021*



*We were thrilled to see atWork Australia job seeker Jascinta Jones recognised with the Achiever of the Year award at the 2021 National Employment Services Association (NESA) awards held in Canberra*





## Our learnings from past RAP involvement

As a result of implementing the first WorkFocus Group Reflect RAP and the subsequent Work Health Group Innovate RAP, the prior working groups made the following recommendations for the MedHealth RAP:

- Better defined deliverables (including naming targets), accountabilities and hard deadlines
- Ensure the RAP is acknowledged as a business priority for MedHealth and understood and championed by senior leaders
- Empower RAP working group members with appropriate support and resource to work on its implementation
- Continue raising awareness and education around cultural protocol policy and cultural understanding
- Appropriate budget to be allocated for each year of the RAP to ensure deliverables
- Build on the work done to date on pathways into our business
- Create longer-term strategies to contribute to professional workforce development
- Consultation with MedHealth team members who identify as Aboriginal and Torres Strait Islander peoples should take place at least annually, with ongoing feedback considered in the implementation of the RAP



## Relationships

Without relationships there is no business. Building strong relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is important to MedHealth. Our purpose is to support the health and work outcomes of Australian populations. Strong, two-way relationships within our teams, with our customers and our clients ensure we provide the best support and most appropriate services to deliver exceptional outcomes for all Australians.

Through our RAP, we seek to strengthen existing relationships with the communities in which we operate, as well as establish and build new ones.

As part of our business, we provide specialist Aboriginal and Torres Strait Islander employment services. Our team members and partners have substantial experience delivering services related to training, mentoring, support and employment in a culturally aware context. Our team works to deliver services that account for family networks and history, engage with the community surrounding the our client, and uncover motivations and barriers to employment.

To deliver Indigenous Employment Services, we have partnered with South Metropolitan TAFE, Ebenezer Aboriginal Corporation and Wirrpanda Foundation, and have established relationships with employers such as Sodexo Remote Sites, Karlayura, Star Recruitment and Linkforce.

Via WorkFocus Australia, we also offer a specialist recovery and return to work service for Aboriginal and Torres Strait Islander peoples who have been injured or become ill in the workplace. We continually strive to build our understanding and deliver an effective and culturally appropriate service. The service has been built through consultation with local Aboriginal and Torres Strait Islander communities and ongoing relationship building is vital for its continuing efficacy. These relationships and the input of respected Elders in each community guides our approach.

We are committed to engaging Aboriginal and Torres Strait Islander Elders and communities across Australia in the delivery of our services – especially where we build or deliver a service for Aboriginal and Torres Strait Islander clients. We understand that strong relationships are absolutely key to our success in supporting clients into meaningful employment or back to work following an injury, or through any of our other services.

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	March 2022, with check ins March 2023 and March 2024	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	March 2022, with check ins March 2023 and March 2024	RAP Working Group Chair and Director, Government and Stakeholder Relationships
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	March 2022, 2023 and 2024	RAP Working Group Chair and General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2022 and 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May- 3 June 2022 and 2023	CEO, General Manager, Marketing Communications RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>	27 May- 3 June 2022 and 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	May 2022 and May 2023	RAP Working Group Chair and General Manager, Marketing Communications
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Implement strategies to engage our staff in reconciliation:</li> </ul>	March 2022, with updates February 2023 and February 2024	CEO, RAP Working Group Chair and General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>o RAP events and communications to reach all MedHealth team members when plan is launched</li> </ul>	March 2022	General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>o Publish this RAP and other reconciliation resources on the MedHealth intranet</li> </ul>	March 2022	General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>o RAP overview to be included in induction and onboarding</li> </ul>	April 2022	Director, Corporate Services
	<ul style="list-style-type: none"> <li>o Implement strategies to engage MedHealth team members in reconciliation through education, 'giving back' community and volunteer opportunities</li> </ul>	April 2022	Director, Corporate Services General Manager, Marketing Communications

Relationships			
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>o RAP updates twice a year in MedHealth newsletter</li> </ul>	April 2022, October 2022, April 2023, October 2023	General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>o Engage team members via RAP updates, events and reconciliation messages each National Reconciliation Week and NAIDOC Week</li> </ul>	May 2022, July 2022, May 2022, May 2023	CEO General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>o Collaborate with MedHealth Diversity and Inclusion Working Group to support all inclusion objectives at MedHealth, building a welcoming culture</li> </ul>	March 2022, September 2022, March 2023, September 2023	Director, Corporate Services General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>• Communicate our commitment to reconciliation publicly.</li> </ul>	At launch of RAP in March 2022, with updates in February 2023 and February 2024	CEO, Director, Corporate Services General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>o Publicly communicate our commitment to reconciliation by publishing this RAP and other reconciliation messages on our external website</li> </ul>	March 2022	General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>o Encourage brand-specific communications and marketing teams to incorporate Aboriginal and Torres Strait Islander representation in external branding and highlight Aboriginal and Torres Strait Islander employment or healthcare / return to work success stories across all communication channels.</li> </ul>	March 2022, September 2022, March 2023, September 2023	General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	May 2022, May 2023	RAP Working Group Chair General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>• Collaborate with other RAP organisations, MedHealth partners and other like-minded organisations to develop ways to advance reconciliation</li> </ul>	June 2022, June 2023	CEO Director, Government and Stakeholder Engagement
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	April 2022	Director, Corporate Services General Manager, Human Resources
	<ul style="list-style-type: none"> <li>• Complete research into best practice to inform how the review is approached.</li> </ul>	March 2022	Director, Corporate Services
	<ul style="list-style-type: none"> <li>• Implement and communicate our anti-discrimination policy.</li> </ul>	April 2022	Director, Corporate Services





Relationships			
Action	Deliverable	Timeline	Responsibility
			General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>Review the effectiveness of our organisation's anti-discrimination policy.</li> </ul>	November 2022	Director, Corporate Services
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	November 2022	Director, Corporate Services
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	May 2022, May 2023	General Manager, Human Resources



## Respect

MedHealth recognises that respect forms the core of all successful relationships- working together, tapping into diverse points of view and experiences creates better outcomes. This approach applies equally to nurturing our relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Our core business includes placing people, including Aboriginal and Torres Strait Islander peoples, into employment via Australian Government employment services contracts. To be successful, we have engaged specialist Indigenous Employment Services team members who are able to form strong relationships with Aboriginal and Torres Strait Islander clients, and act as conduits with the non-Indigenous members of our organisation in their interactions.

All other parts of our business may deliver services to Aboriginal and Torres Strait Islander clients. Any MedHealth team member who engages in this service delivery will complete appropriate Aboriginal and Torres Strait Islander Cultural training.

MedHealth holds close its value of 'accessibility and inclusion' We are an Equal Opportunity Employer, committed to building an inclusive workplace for all. That's why we are actively looking at who we are, and always developing and improving how we recruit, how we build our workplace and our culture. As part of this, and under the guidance of this RAP, we will build our collective knowledge about Aboriginal and Torres Strait Islander peoples, cultures and histories - and what it takes to be an employer of choice for our First Nations Peoples.

Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	March 2022	Learning & Development Manager
	• Use review findings to inform business case for cultural learning program.	April 2022	Learning & Development Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2022	RAP Working Group Chair Learning & Development Manager
	• Develop, implement and communicate a cultural learning strategy for our staff.	April 2022	Learning & Development Manager
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2022	RAP Working Group Chair Learning & Development Manager

Respect			
Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	April 2022	General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>Implement and communicate MedHealth cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	April 2022, update November 2022 and November 2023	General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	Review progress October 2022, April 2023 and October 2023	RAP Working Group Chair General Manager, Marketing Communications
	<ul style="list-style-type: none"> <li>Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	Review progress October 2022, April 2023 and October 2023	RAP Working Group Chair General Manager, Marketing Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in, July 2022, July 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	March 2022	General Manager, Human Resources
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> <li></li> </ul>	First week in July 2022, 2023	General Manager, Marketing Communications General Manager, Human Resources



# CASE STUDY

## **Scholarship for student with unwavering determination and a desire to give back**

Proud Wiradjuri man and second-year physiotherapy student Mason Smith will now have easier access to textbooks and other vital education resources after winning a MedHealth-funded allied health scholarship for Aboriginal or Torres Strait Islander students.

The result of MedHealth's partnership with the GO Foundation, the Western Sydney University scholarship will allow Mason to continue his studies with greater support as he moves into the crucial final years of his degree.

### **Shared goals**

Supporting allied health students to realise their education and career goals is aligned with MedHealth's business, purpose and RAP commitments. With its mission to empower through education, the GO Foundation was the perfect organisation for us to partner with to bring this initiative to life.

Being scholar focused and keeping culture at the heart of their program, the GO Foundation provides mentoring, leadership, networks and support to GO students on their journey from primary school to employment.

### ***Richly deserved***

In successfully applying for the scholarship, Mason was able to demonstrate that he had need for the grant, an ability to work hard and achieve, a desire to give back to his community, a passion for learning, and a strong desire to understand more about his cultural heritage.

He showed considerable perseverance over many years to overcome challenges in his life, including school bullying and racism. Mason left school without completing his HSC and was also homeless and living out of his car at one stage.

But he was determined to find an alternative pathway to study physiotherapy at university, and a few years ago successfully applied for an Indigenous traineeship at Nepean Hospital, requiring him to complete 12 months of theory and work full-time as a physiotherapy assistant.

After becoming the only person to successfully complete the traineeship, Mason then won a place in the highly competitive Bachelor of Physiotherapy degree at Western Sydney University.

### ***Giving back***

After enrolling, Mason's hard work again paid off when he was invited back to the Nepean Hospital to continue his work as part of its Aboriginal Physiotherapy Cadetship Program. As a cadet, he can continue to gain real-world physiotherapy experience and work towards his dream of one day working in a hospital and opening a program for Aboriginal and Torres Strait Islander patients.

At MedHealth, we extend our warm congratulations and best wishes to Mason for a bright future in the allied health sector.





## Opportunities

Supporting Aboriginal and Torres Strait Islander communities and organisations provides the opportunity to improve health, wellbeing and employment outcomes. The work we do with Aboriginal and Torres Strait Islander clients across our business provides us with insight into the 'on the ground' unique challenges faced by Aboriginal and Torres Strait Islander peoples, showing us the difference that working together, listening, building relationships and positive action can make. Through our service delivery, we support Aboriginal and Torres Strait Islander clients into sustainable employment and towards improved health.

Within our own business we seek to create new opportunities for Aboriginal and Torres Strait Islander team members and suppliers.

Specifically, we seek to examine and improve our recruitment and retention of Aboriginal and Torres Strait Islander team members, and ultimately increase the number of people we welcome into our team. We are working towards being able to employ Aboriginal and Torres Strait Islander peoples in service design and delivery roles. This has commenced with the GO Foundation allied health university scholarship funded by MedHealth and we hope to extend this to include internships and mentoring.

Over the life of this RAP, we will examine our existing Indigenous Procurement strategy and streamline our procurement to make it easier for our people to include Aboriginal and Torres Strait Islander organisations as options for the supply of goods and services. We note that, as a service organisation ourselves, we do not have a large base of suppliers so our impact may be greater through partnerships and employment.

Opportunities			
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	<ul style="list-style-type: none"><li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li></ul>	June 2022, June 2023	Director, Corporate Services
	<ul style="list-style-type: none"><li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li></ul>	May 2022	Director, Corporate Services General Manager, Human Resources
	<ul style="list-style-type: none"><li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li></ul>	June 2022	Director, Corporate Services General Manager, Human Resources Learning & Development Manager
	<ul style="list-style-type: none"><li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li></ul>	April 2022	General Manager, Human Resources

Opportunities			
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	April 2022	Director, Corporate Services General Manager, Human Resources
	<ul style="list-style-type: none"> <li>Increase Aboriginal and Torres Strait Islander staff employed in our workforce to 3% by 2023.</li> </ul>	Tracked and reviewed in June 2022 and June 2023	Director, Corporate Services General Manager, Human Resources
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Implement the Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	April 2022	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	April 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	April 2022	RAP Working Group Chair, with DIAP working group
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	April 2022	RAP Working Group Chair Manager, Organisational Excellence
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	Review progress October 2022, April 2023, October 2023	RAP Working Group Chair Director, Corporate Services
10. Improve outcomes for Aboriginal and Torres Strait Islander clients through expanding culturally appropriate service delivery	<ul style="list-style-type: none"> <li>Expand Indigenous Connections offering into new geographies, amplifying impact and supporting more clients into meaningful work</li> </ul>	December 2022	Director, Strategy - Employment and Training Services, atWork Australia Executive General Manager, atWork Australia
	<ul style="list-style-type: none"> <li>Engage an Aboriginal and / or Torres Strait Islander lead to deliver our Aboriginal and Torres Strait Islander return to work service</li> </ul>	March 2022	Executive General Manager, WorkFocus Australia

# CASE STUDY

## Creating opportunities through procurement and partnership: Muru Office Supplies and MedHealth

Back in 2018, Supply Nation-certified stationery provider Muru Office Supplies was appointed as the sole supplier to the Work Health Group, a collection of five businesses. After MedHealth acquired the Work Health Group, Muru transitioned to become the full-service stationery provider for MedHealth and its family of 19 health and employment businesses.

MedHealth chose to work with Muru as, not only does the team ensure cost-effective and high-quality products that are easily available; they also provide employment opportunities for Aboriginal and Torres Strait Islander professionals, contribute to communities across Australia and create pathways for future generations.

For every dollar spent, Muru Office Supplies contributes a percentage to Aboriginal and Torres Strait Islander community organisations and projects. This means that MedHealth's relationship with Muru helps create outcomes for Aboriginal and Torres Strait Islander communities, grow this Aboriginal-owned business and creates employment opportunities for Aboriginal and Torres Strait Islander Australians. Over the life of the preferred supplier arrangement, MedHealth has spent \$1.6 million with Muru, resulting in a direct contribution of \$11,500 to high-impact community projects.



*MedHealth's Melina Tocas with Anthony Thornton from COS and Mitchell Ross from Muru Office Supplies as our preferred supplier agreement is forged*



## Governance, tracking and progress

Governance			
Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	Review progress April 2022, October 2022, April 2023, October 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Maintain the Terms of Reference for the RWG.</li> </ul>	Review progress April 2022, October 2022, April 2023, October 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	27 April 2022, 29 June 2022, 31 August 2022, 26 October 2022, 25 January 2023, 29 March 2023, 31 May 2023, 26 July 2023, 27 September 2023, 25 October 2023, 24 January 2024, 28 March 2024	RAP Working Group Chair
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation, ensuring budget and other allocations are in place.</li> </ul>	March 2022, August 2022, August 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	March 2022, July 2022, October 2022, January 2023, April 2023, July 2023, October 2023, February 2024	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	Commence March 2022 and review progress, October 2022, April 2023, October 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	Review progress April 2022, October 2022, April 2023, October 2023	RAP Working Group Chair
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September 2022 and 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	June 2022, September 2022, December 2022, March 2023, June 2023, September 2023, December 2023, March 2024	RAP Working Group Chair



Governance			
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	March 2022, March 2023, March 2024	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2022	RAP Working Group Chair
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	September 2023	RAP Working Group Chair



Artist and GO scholar Lua Pellegrini is pictured with GO Foundation co-founder, Adam Goodes and CEO of MedHealth Tim Morphy. This beautiful artwork was purchased by MedHealth at the 2021 GO Foundation launch and is now proudly displayed in our boardroom.



MEDHEALTH

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*The featured MedHealth RAP Aboriginal and Torres Strait Islander imagery has been developed by Justine Kinney from independent Indigenous design agency Cultural Creative and is used with permission. No unauthorised reproduction permitted.*

**Our logo symbolism**

The circular shape of the Aboriginal and Torres Strait Islander service logo supports our holistic approach towards acknowledging and respecting the health, wellbeing, life and work goals of each person, while at the same time provides an unique visual identity. The moving arrows symbolise that our Aboriginal and Torres Strait Islander services acknowledge, respect and provide for the cultural and individual needs of each client, with the focal point representing the overall goal of providing a culturally tailored and respectful service.