



Barossa Hills Fleurieu Local Health Network

Reflect Reconciliation Action Plan

May 2024 – December 2025



Health
Barossa Hills Fleurieu
Local Health Network





In 2022, Barossa Hills Fleurieu Local Health Network commissioned the Ramindjeri Narrunga leader and artist, Cedric Varcoe, to create a story mural with the Kangaroo Island community.

The piece was created to show the layering and interconnectedness of relationships, respect, opportunities, and governance. Community and workforce young and old, First Nations and non-Aboriginal people were invited to contribute to the mural. Every section of the artwork – both large and small – shows the variety of ways that we can work in the ‘right way’ together.

The mural holds prime position in an outdoor healing space we call Mi:Wi Pulgi – a Ngarrindjeri-Ramindjeri phrase meaning a place we go to heal and keep our spirit strong. This place is for everyone to come together in reconciliation and allyship.

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Our business

Barossa Hills Fleurieu Local Health Network (BHFLHN) manages the delivery of public hospital services and other community-based health services as determined by the state government, across a defined service region in South Australia. We respectfully acknowledge our local health network spans across the Traditional Lands for many Peoples; for the Kurna, for the Ngadjuri, for the Peramangk and for the Ngarrindjeri – Ramindjeri Peoples. We acknowledge these Peoples as the Traditional Custodians of the Adelaide, Barossa, Hills and Fleurieu region and recognise their continuing connection to Lands, Waters and Communities. We also pay our respects to all Aboriginal and Torres Strait Islander cultures and Elders past and present.

Our service profile includes a range of in-hospital, aged care, community, disability, and mental health services through public hospitals and other health and aged care services – with 11 health service site locations at Gawler, Angaston, Tanunda, Eudunda, Kapunda, Mount Pleasant, Gumeracha, Mount Barker, Strathalbyn, Victor Harbor and Kangaroo Island. BHFLHN also oversees country-wide mental health services through the Rural and Remote Mental Health Service, based at Glenside Health Service, and the state-wide borderline personality disorder service, BPD Co., based in Unley.

Regardless of where consumers reside within our local health network or beyond, BHFLHN is guided by the principle that high-quality and accessible health care is a right of all people. It is at the heart of everything we do.

As of March 2024, the total BHFLHN workforce is made up of 2,873 people, of which Aboriginal and/or Torres Strait Islander staff make up 1.98%.

A message from our Chief Executive Officer

The BHFLHN Reflect Reconciliation Action Plan signifies our commitment to be deliberate and intentional in our efforts to foster positive change and strengthen the bonds of reconciliation with First Nations peoples.

As a public healthcare institution, we acknowledge the role of truth-telling in being accountable for our place in history. We understand how past policies and practices can still negatively impact people and recognise the importance of moving forward with intention and in genuine partnership with First Nations colleagues and community. In committing ourselves to this Reflect RAP, we further bring to life our organisational values of trust, respect, integrity, collaboration and kindness.

I recognise that the process of reconciliation is not easy, and I make a personal commitment to centre kindness, curiosity and an open heart in my own listening and learning journey. On behalf of our executive leadership team, I commit to believing those who report experiencing racism within our services and workplaces, and leading the challenging conversations that follow. Likewise, I commit to making our cultural training and anti-racism efforts available and accessible across our services, and to bring together our community of allies to support all First Nations people connected to our local health network.

I am confident that this Reflect RAP will energize our efforts to achieve equity of access and health outcomes for all, irrespective of background or heritage. It is a commitment to ensure that every individual we serve and every employee we work alongside, can enjoy equity of access and health outcomes and all experience the opportunity to live happy and healthy lives.

I encourage all our staff to engage with our Reflect RAP with an open heart, an inquisitive mind, and a determination to be part of something truly meaningful. Our journey may not always be easy, but it is necessary, and it is worth it. By embracing this journey together, can aspire to a health service and workplace that is truly inclusive and accessible to our whole Barossa Hills Fleurieu community.



Bronwyn Masters

Interim Chief Executive Officer
Barossa Hills Fleurieu Local Health Network

A message from our Governing Board Chair

The development of a Reconciliation Action Plan for BHFLHN is an important step in realising our strategic purpose of “delivering excellent healthcare that improves the health and wellbeing of our communities”.

We recognise reconciliation as fundamental to the health and wellbeing of First Nations people, particularly in relation to dismantling the barriers to service access and ensuring that First Nations people feel safe, respected and welcome when visiting healthcare facilities.

A Reflect RAP provides us with the opportunity to build a strong foundation for our reconciliation journey ahead. We acknowledge that our RAP comes at a time when the relationship between First Nations and non-Aboriginal communities are in a heightened period of polarity and tension. This RAP represents our recognition that we are standing at the beginning – a journey that starts with non-Aboriginal taking the first step by demonstrating respect, listening and genuine humility.

Our Reflect RAP encompasses our acknowledgment of the many First Nations peoples who have called this land home for tens of thousands of years. Their rich cultures, traditions, and histories deserve not only to be acknowledged, but also protected and celebrated – and their humanity honoured and respected.

One of the greatest strengths of our organisation lies in the diversity of our workforce and the collective wisdom and experience that we all bring to our local health network. BHFLHN is fortunate to have staff members who are further along in their personal reconciliation journey than others. We recognise the knowledge, passion, and leadership potential within our ranks and will look to them for guidance and inspiration. Together, we will foster an environment of inclusivity, mutual respect, and shared growth.



Jim Hazel

Governing Board Chair
Barossa Hills Fleurieu Local Health Network

Reconciliation Australia message

Reconciliation Australia welcomes Barossa Hills Fleurieu Local Health Network to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Barossa Hills Fleurieu Local Health Network joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

Congratulations Barossa Hills Fleurieu Local Health Network, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine

Chief Executive Officer
Reconciliation Australia



A message on behalf of the First Nations workforce

The theme for National Reconciliation Week 2024 is 'Now more than ever', which is timely for the release of this long-anticipated Reconciliation Action Plan, into a workplace, community and country that is actively reckoning with the meaning of reconciliation.


We write this message as we continue to process the aftermath of the 2023 National Voice to Parliament Referendum. Aside from the result itself, the campaign produced a great deal of harm, with many of us experiencing online bullying, lies, threats to our lives and attacks on our community. We continue to heal and recover and may be doing so for a long time to come.

Our community is shaken but remains strong, despite these months of heightened abuse - laid upon years and generations of colonial impact that has tried every which way to fracture and break us. We are still here, and we always will be.

The First Nations workforce and their leaders have listened to allies confront their own feelings of ignorance, their grieving of optimism, their realisation that their like-minded circle does not reflect their community at large, or conversely their disappointment in discovering the disparity in values they presumed they shared with friends and loved ones.

We challenge the non-Aboriginal workforce to sit with this discomfort - to explore the privilege that enabled their being blindsided by this country's majority state-of-mind. Defensiveness and deflection can be tools to cope with shame and guilt. These are feelings worthy of self-interrogation because what waits on the other side is truly worth the fight - a liberation grown from authenticity, strength built through truth-telling, and deeper relationships borne of vulnerability.

Our plea for reconciliation remains largely unchanged. We call for the acknowledgment of past injustices and ongoing systemic



issues stemming from colonisation, including the dispossession of our unceded land and the suppression of our languages, knowledge systems and cultures. We ask you to consider the enduring impact of these actions on First Nations communities, cultures, and individuals, and the tangible actions required to transform societal structures and institutions to eliminate discrimination and to honour the rights and dignity of First Nations peoples.

For non-Aboriginal people who share our goal, we recognise that this can produce a rush to fix and solve. We are not interested in hasty solutions that result in superficial words and symbolic actions. Much like colonisation itself, reconciliation is a process, not a single event. It requires sustained effort from all segments of society, including governments, institutions, and individuals, to address inequality and injustice truthfully and genuinely.

The South Australian Voice to Parliament has gone some way to enthusing and energising us. We are also pleased to see the launch of this Reconciliation Action Plan, and we appreciate the commitment from Barossa Hills Fleurieu Local Health Network that work will commence immediately on the 'Innovate RAP' - a matured commitment that we hope and trust reflects the true sentiment and aspiration of this local health network.

Our culture is living, our stories continue to be created - and we remain open and willing to writing new chapters together. We are cautious but open to trust; we are steadfast but are willing to adapt and grow with you. We will always prioritise our community but are eager and ready to build relationships with you based on respect, appreciation, and care.

Always was, always will be,

Members of the First Nations workforce of BHFLHN, the BHFLHN Aboriginal Health Committee and the BHFLHN Reconciliation Working Group.

Our Reconciliation Action Plan

BHFLHN considers cultural respect and safety fundamental to delivering effective and accessible healthcare. We are proud of our reconciliation actions to date, which include a long-standing commitment to cultural awareness and safety training, to a strong First Nations voice and influence in our leadership and decision making, and to amplifying and centring First Nations perspectives and culture, as evidenced by our 2023 Blakout campaign, which is being planned for again in 2024 and will be replicated annually.

A Reconciliation Action Plan (RAP) will provide us with oversight and organisation of our actions for reconciliation and measure their progress and outcomes. It will empower us to build on and mature our commitment over time and increase the effectiveness and impact of our efforts. With clearly defined executive oversight, our reconciliation deliverables will be supported by a network of allies across our local health network. The Reconciliation Action Working Group, reporting to the Aboriginal Health Committee, will ensure progress remains on track and that the momentum remains to develop our Innovate RAP with a sense of purpose and priority.

To support the continuation of our reconciliation journey, BHFLHN has invested in a dedicated role – Senior Project Officer, Anti-Racism and Allyship – to oversee and support the implementation of our Reflect RAP.

We look to this RAP to guide us in building a workforce founded on cultural humility and safety, improving healthcare experiences for First Nations communities. Importantly, it will hold us accountable to genuinely bringing in the perspectives, knowledge, and solutions from First Nations peoples themselves.





Our partnerships and current activities

BHFLHN is committed to reconciliation by way of listening and engagement, resulting in reflection, learning and adapting. A practice that epitomises this commitment is the integration of Yarning Circles into our engagement approach and organisational practice.

Utilising the cultural practice of Yarning Circles has strengthened relationships and partnership with community in a way that is sustainable and of mutual benefit. It identifies gaps in health service planning and supports the development of priorities that support the safety and quality care needs of First Nations peoples. First Nations people are historically less likely to engage with established feedback channels, so by adjusting our engagement practice, we are better hearing and understanding the complex barriers to healthcare access. Yarning Circles are transforming the relationship and trust between BHFLHN and First Nation community, because of our willingness to take action.

The experiences and voices of First Nations consumers now inform improvements to the cultural safety of sites and services, while also shaping key strategic, workforce and infrastructure planning. The relationship between First Nations and non-Aboriginal participants has been strengthened, with consumer participants reporting significant benefits to their own healing journey, and both First Nations and non-Aboriginal staff reporting important strides towards anti-racism, truth-telling and reconciliation.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	July 2024	Director Corporate Services
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	July 2024	Executive Director Operations
	<ul style="list-style-type: none"> Increase Aboriginal Consumer Engagement via Yarning Circles with Aboriginal and Torres Strait Islander communities. 	Dec 2024	Executive Director Community & Allied Health
	<ul style="list-style-type: none"> Develop and strengthen partnerships with external service providers who deliver services to Aboriginal and Torres Strait Islander communities via monthly partnership meetings (i.e. Moorundi ACCHO). 	Dec 2024	Chief Executive Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2024	Director Strategy & Governance
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May-3 June 2024 and 2025	Director People & Culture
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May-3 June 2024 and 2025	Director People & Culture
	<ul style="list-style-type: none"> BHFLHN Allyship in Action Committees to hold NRW events at each main site. 	27 May-3 June 2024 and 2025	Aboriginal Health Committee
	<ul style="list-style-type: none"> BHFLHN to attend community-held Sorry Day and National Reconciliation Week breakfasts. 	June 2024 Feb 2025	Chief Executive Officer
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	May 2024	Director Strategy & Governance
	<ul style="list-style-type: none"> Undertake a listening and reflection journey that explores the principles of the Uluru Statement from the Heart (Voice, Treaty, Truth) with the aim of understanding and responding to its message. 	May 2024	Governing Board Chair
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	Aug 2024	Director Strategy & Governance
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	Aug 2024	Director Strategy & Governance
	<ul style="list-style-type: none"> Invite First Nations consumers to join Aboriginal and Torres Strait Islander committees throughout BHFLHN. 	Dec 2024	Director Strategy & Governance
	<ul style="list-style-type: none"> Initiate local 'Roadshows' around BHFLHN to share updates on our RAP journey and seek ongoing feedback and contributions from staff throughout the region. 	Oct 2024	Director People & Culture
	<ul style="list-style-type: none"> Investigate opportunities to develop and incorporate truth-telling practices throughout BHFLHN that provide mechanisms for First Nations peoples to share their stories. 	Dec 2024	Director Strategy & Governance
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	Aug 2024	Director People & Culture
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	Dec 2024	Director People & Culture
	<ul style="list-style-type: none"> Continue membership with RACISM! It stops with me! campaign. 	May 2024	Chief Executive Officer



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.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Nov 2025	Director Strategy & Governance
	• Conduct a review of cultural learning needs within our organisation.	Aug 2024	Director People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2024	Director Strategy & Governance
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2025	Director Strategy & Governance
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	Director Strategy & Governance
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Director Strategy & Governance
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	Reconciliation Action Plan Working Group
8. Promote improved wellbeing outcomes for Aboriginal and Torres Strait Islander peoples through culturally safe and responsive services and policies	• Advocate for policies that support the wellbeing of Aboriginal and Torres Strait Islander people who are both consumers of and workforce within BHFLHN.	July 2024	Director People & Culture
	• Explore how we create safe spaces with access to Aboriginal and Torres Strait Islander resources when working with children.	Oct 2024	Executive Director Community & Allied Health

Opportunities

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Oct 2024	Director People & Culture
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Oct 2024	Director People & Culture
	• Review recruitment processes to provide more opportunities for Aboriginal and Torres Strait Islander workforce to apply and be successfully appointed to positions in BHFLHN.	Oct 2024	Director People & Culture
	• Review the Professional Review and Development process to include conversations around our commitment to reconciliation.	May 2024	Director People & Culture
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Jul 2024	Director Corporate Services
	• Investigate Supply Nation membership.	Jul 2024	Director Corporate Services

Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	May 2024	Director People & Culture
	• Draft a Terms of Reference for the RWG.	May 2024	Director People & Culture
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2024	Director People & Culture
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	May 2024	Director People & Culture
	• Engage senior leaders in the delivery of RAP commitments.	Dec 2024	Director People & Culture
	• Maintain a senior leader to champion our RAP internally.	Feb 2025	CEO
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2024	Director People & Culture
	• Develop an Implementation Guide and Communications Plan to keep the RWG informed and updated on lead actions.	May 2024	Director Strategy & Governance
	• Develop a meeting schedule and reporting mechanisms.	June 2024	Director People & Culture
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Director People & Culture
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Director People & Culture
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Director People & Culture
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Mar 2025	Director People & Culture





For enquiries about our RAP, please email
Health.BHFLHN@sa.gov.au, attention to the
Director People and Culture.



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