



wherever
we're
needed

Innovate Reconciliation Action Plan (RAP)

July 2022 - July 2024

Introduction



Statement from the Group CEO of Aspen Medical
Bruce Armstrong

This is Aspen Medical's second Reconciliation Action Plan (RAP) on our journey to support the development of better outcomes with Aboriginal and Torres Strait Islander peoples. As a health solutions company, we will seek to continue to contribute in remote areas or regions of high demand.

Our analysis of the Priority Reforms and Socio-economic Outcomes and Targets of the 'National Agreement on Closing the Gap – Closing the Gap in Partnership' in July 2020 identified significant opportunities where Aspen Medical could bring its capabilities to the fore to assist in the achievement of some of these reforms and outcomes.

Our analysis coincided with the release of Reconciliation Australia's theme for 2021 - 'More than a word – Reconciliation Takes Action'. The term "takes action" resonated with our Senior Leadership Team. As a team, we are determined to reinvigorate our efforts and reinforce our commitment by taking action across the five dimensions of reconciliation:

- historical acceptance
- race relations
- equality and equity
- institutional integrity
- unity

The Senior Leadership Team committed to establishing a new RAP Working Group (RWG) to develop the new Innovate RAP 2022-2024. I am pleased that this RAP has been developed taking into account contributions and feedback from the entire Aspen Medical team and guidance from the RWG.

By applying the key principles of Ownership, Commitment, Participation, Accountability and Execution I am confident we will deliver the results and contribute to strengthening the relationship between Aboriginal and Torres Strait Islander peoples and non-Indigenous people.

In order to be understood, we must first understand. For this reason, I encourage everyone in the Aspen Medical family to take steps to improve your individual and our collective knowledge about the histories and cultures of Aboriginal and Torres Strait Islander peoples.

I am personally committed to moving to a "braver reconciliation". I believe the Actions and Deliverables we have committed to in our RAP will facilitate this outcome.





Statement from the CEO of Reconciliation Australia
Karen Mundine

Reconciliation Australia commends Aspen Medical on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With 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. Aspen Medical continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Aspen Medical

will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Aspen Medical using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

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

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

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Aspen Medical's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Aspen Medical on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Artwork story

Connected Communities, Latoya Hall



Using blue and silver to incorporate Aspen Medical's company colours of blue and grey, the large community meeting place in the middle represents Aspen as the centre hub. Leading out from the hub are pathways linking to Aboriginal and Torres Strait Islander communities across the country.

Icons representing mind, body, culture, health, and healing show the connections between Aboriginal and Torres Strait

Islander people, vital health services throughout communities and the importance of balance between good health and culture.

The animal tracks and feet represent us on our journey to health and healing and keeping song and dance alive with a spiritual connection to our ancestors and the dreaming. It demonstrates traditional ceremonies and celebrations.

Meaning

Large Community Meeting Place



Represents Aspen Medical as the centre hub

Health and Healing



Mind

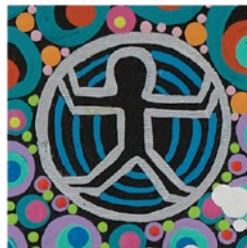


Meeting Places



Represents Aboriginal and Torres Strait Islander communities

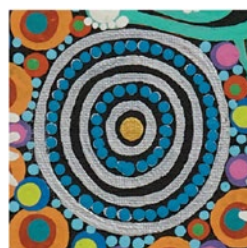
Body and soul



Country



Culture



Pathways



Linking to Aboriginal and Torres Strait Islander communities across the country

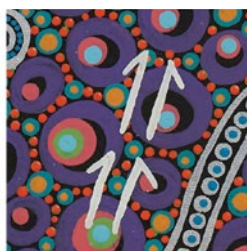
Feet and Animal Tracks



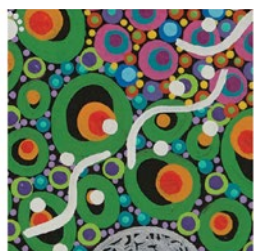
Emu tracks



Kangaroo tracks



Goanna tracks



Represents us on a journey to health and healing, still keeping song and dance alive with a spiritual connection to our ancestors and the dreaming

Vision

Our vision for reconciliation is an Australia that acknowledges the strength of Aboriginal and Torres Strait Islander peoples in sustaining the world's oldest living culture. An Australia that instils a national culture, representing equality and equity, historical acceptance of our shared history and removal of racism.

Additionally, it is an Australia where all Partners to the 'National Agreement on Closing the Gap – Closing the Gap in Partnership' deliver on their commitments to the implementation of the Priority Reforms and achievement of the Socio-Economic Outcomes and Targets. We will contribute to this by bringing our leading and extensive global health capabilities to improve health outcomes that allow Aboriginal and Torres Strait Islander peoples to enjoy long and healthy lives.

Aspen Medical is committed to being an active and valuable partner in contributing to the achievement of improved health outcomes for our Aboriginal and Torres Strait Islander stakeholders and maintaining an inclusive and diverse workplace that is not only culturally safe, but culturally rich and proud.





Our business

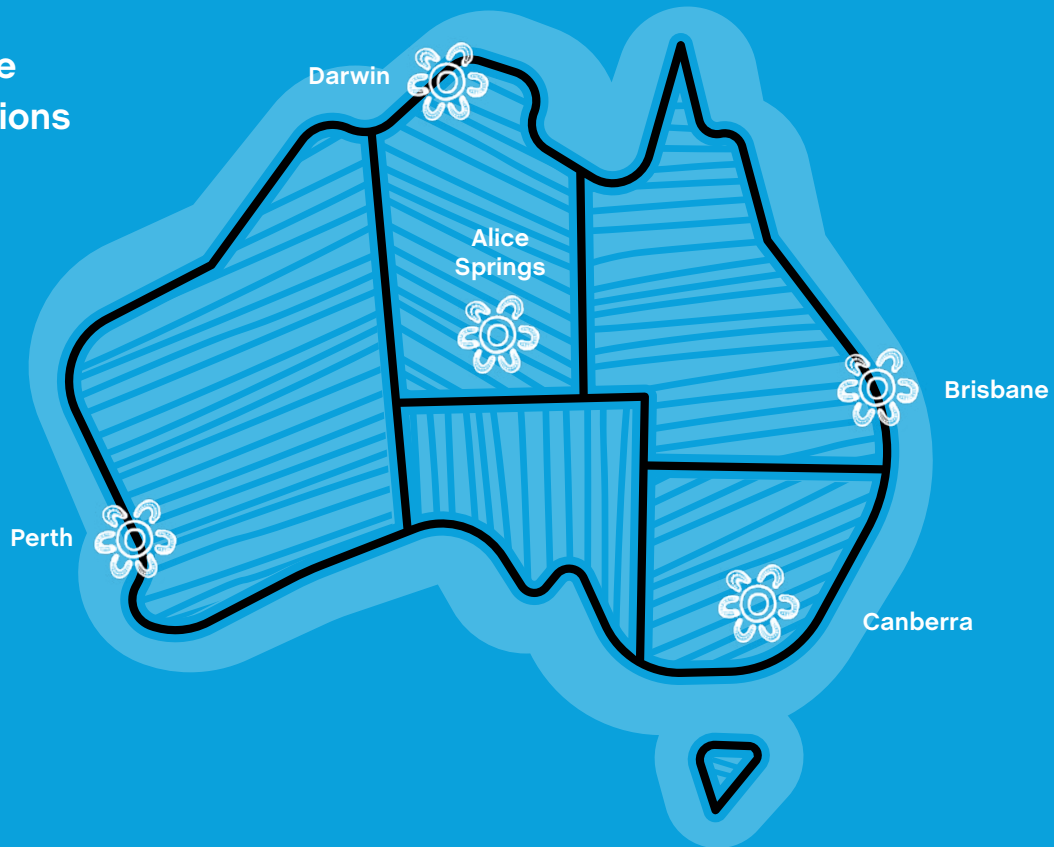
Aspen Medical is an Australian-owned, multi-award-winning global provider of innovative healthcare solutions across a diverse range of clients/stakeholders in government, non-government organisations, global agencies and the private sector. We have become a world leader in the delivery of healthcare solutions in any setting, particularly those that are remote, challenging or austere environments. We offer our clients a tailored and flexible service wherever it is needed – from a single paramedic to a full-spectrum solution involving a multidisciplinary team of healthcare professionals, ambulances, medical facilities, equipment, consumables, pharmacy products, procedures and aero-medical retrieval services including the company's own aviation assets. We currently operate across Australia, the Indo-Pacific, the US, Europe, Africa and the Middle East.

Our vision is to be the leading global health services provider, improving health outcomes for all wherever we're needed.

Our capabilities:

- Tailored and Flexible Healthcare Solutions
- Environmental and Public Health
- Aeromedical Retrieval Services
- Occupational Health Services
- Training and Consultancy
- Aboriginal and Torres Strait Islander Healthcare Solutions
- Modular Healthcare Solutions
- Advisory Services.

Office locations



CANBERRA

Global Head Office
2 King Street, Deakin, ACT, 2600



PERTH

96 Outram St, West Perth, WA 6005



BRISBANE

Asia and Indo-Pacific Regional Office
13 – 15 Bowen Bridge Road,
Bowen Hills, QLD 4006

Warehouse - 203 Lavarack Avenue
Eagle Farm, QLD 4009

Aspen Medical Manufacturing -
2/22 Pinnacle Street, Brendale, QLD 4500



ALICE SPRINGS

c/o The Centre for Remote Health
Corner of Simpson and Skinner Streets
Alice Springs, NT 0870



DARWIN

Level 4, Darwin Central Offices
21 Knuckey Street, Darwin, NT, 0800

1,140

Employees Australia-wide
including paid full-time,
part-time and casual staff

17

Aboriginal and Torres Strait
Islander staff currently
employed.



Our capabilities

Engaging with Aboriginal and Torres Strait Islander Peoples and Organisations

Aspen Foundation

The Aspen Foundation was established in 2009 as a Deductible Gift Recipient (DGR) Health Promotion Charity. The Foundation's mission is to support life-changing healthcare through significantly reducing or eradicating key illnesses in the Australian community. A primary focus has been supporting organisations eradicating diseases prevalent in Aboriginal and Torres Strait Islander communities such as Trachoma, Crusted Scabies and Rheumatic Heart Disease (RHD). The Foundation also provides Aboriginal and Torres Strait Islander Health Scholarships across Nursing, Medicine and Mental Health. Scholarship holders are financially supported through their tertiary education.

The Aspen Foundation will continue to support remote communities in Australia where Aspen Medical most frequently works. Whilst many Australians have relatively easy access to healthcare and health education through the Government-funded Medicare system, this access is often limited for people living in remote and Indigenous communities. Limited access directly contributes to the prevalence of key illnesses and disease in these remote communities. These illnesses and diseases are more similar to those seen in developing countries than in an Organisation for Economic Co-operation and Development (OECD) nation like Australia and rarely, if ever, seen in regional and metropolitan Australian environments.

The Foundation is closely aligned with the RAP as we are committed to providing healthcare solutions to remote areas and regions across Australia.

For more information on the Foundation please go to www.aspenfoundation.org.au



Equity Health Solutions

With societal issues on the rise and government and community resources under pressure, organisations are expected to step in and play a greater role in advancing societal and environmental issues. Aspen Medical, a company with social purpose at its core, fully supports this and the concept of shared value. Shared value acknowledges that a company's success and overall social progress in the community are interdependent. Aspen Medical practices the shared value concept with targeted subsidiaries focusing on social issues - our investment in Equity Health Solutions Pty Ltd (EHS) is a tangible example of this.

EHS, a majority-owned Aboriginal business, was established in partnership with Aspen Medical in August 2017. EHS is a high-impact business that understands and brings together First Nations communities, corporate organisations and governments to deliver health equity to Aboriginal and Torres Strait Islander peoples. EHS brings experience, relationships, capacity and a proven track record in delivering quality health outcomes.

As a majority-Aboriginal-owned and led business, EHS was established with the social purpose of:

- working with communities to find solutions for Aboriginal and Torres Strait Islander health issues
- enhancing the capabilities of Aboriginal and Torres Strait Islander communities and Aboriginal Community Controlled Health Organisations (ACCHOs) to reduce the health burden for communities in challenging and remote environments. In doing so, we provide innovative solutions and access to additional capabilities to provide the tangible change required on-Country.

Our Mission is to deliver health equity to First Nations peoples. We are committed to providing innovative solutions that produce better health outcomes for all Aboriginal and Torres Strait Islander peoples whilst operating ethically with cultural integrity, safety and transparency.

**For more information about EHS please go to
www.equityhealthsolutions.com.au**



Remote Area Health Corps and Remote ACCHS Work Force Response

The Remote Area Health Corps (RAHC) was established in 2008 to strengthen the delivery of primary health services in remote Aboriginal and Torres Strait Islander communities. It is designed to increase the pool of health professionals available for work in remote Northern Territory Aboriginal and Torres Strait Islander communities by attracting urban-based health professionals. RAHC recruits, orientates and then provides each new-to-remote health professional with comprehensive training and ongoing tailored support to help them to successfully transition to remote practice. The health professionals who undertake such work include Registered Nurses, General Practitioners, Oral and Allied Health professionals.

RAHC collaborates closely with its stakeholders including the Aboriginal Medical Service Alliance Northern Territory (AMSANT), Northern Territory Government Department of Health and Aboriginal Medical Services (AMS) as well as relevant training bodies to maintain the delivery of an appropriate and responsive program.

RAHC has proven to be an effective model of delivering workforce into remote communities in the Northern Territory. As of October 2021, the program has delivered more than 7,205 placements since December 2008 and has developed a pool of over 700 health professionals who have successfully made the transition to remote practice. An important part of the program is that on their return to their urban home location, health professionals are more attuned to the needs and cultures of the Aboriginal and Torres Strait Islander peoples they have served. This represents practical reconciliation in action.

The Remote ACCHS Work Force Response (RAWR) was implemented in September 2020 as a COVID-19 workforce response to provide Health Professionals to vulnerable Indigenous communities Australia wide. RAWR is currently contracted to provide Registered Nurses and/or Doctors to 46 different ACCHS across Australia. RAWR and its staff have successfully responded to COVID-19 outbreaks in Indigenous communities along with providing general clinic healthcare support.

Whilst the RAHC and RAWR remain within the Aspen Medical Group, in accordance with its Board direction it has developed its own discrete RAP. The Aspen Medical RWG will work with the RAHC and RAWR to ensure alignment of actions and deliverables.

For more information about RAHC and RAWR please go to www.rahc.com.au







Rural Locum Assistance Program

In April 2016, the Australian Government Department of Health signed a funding agreement with Aspen Medical Pty Ltd to operate the Nursing and Allied Health Rural Locum Scheme (NAHRLS), Rural Obstetric and Anaesthetic Locum Scheme (ROALS), and the Rural Locum Education Assistance Program (Rural LEAP). The amalgamated programs are jointly promoted and managed by Aspen Medical under the Rural Locum Assistance Program (Rural LAP).

Rural LAP addresses some of the challenges and barriers that rural and remote health professionals face when taking leave. The program continues from the legacy NAHRLS established in 2011 administered by Aspen Medical to facilitate ongoing service delivery through a start-to-finish locum placement service funded by the Australian Government.

NAHRLS supported nurses, midwives, and allied health professionals with access to leave for Continuing Professional Development (CPD) by providing organisations with locums to backfill their positions. The Department of Health extended these guidelines in late 2011 to include other forms of leave, noting that CPD leave in remote communities would remain the highest priority. In 2016, the program expanded to include obstetricians and anaesthetists (specialists and general practice) in rural and remote Australia.

Since the commencement of the contract in 2016, we have placed 3,311 nurses, 44 midwives, 628 allied health professionals, 170 GP obstetricians, 90 specialist obstetricians, 60 GP anaesthetists, and 191 specialist anaesthetists in remote and rural locations.

Rural LAP also offers financial assistance for emergency medical training to urban general practitioners in return for undertaking a paid rural or remote GP locum placement.

In March 2022, the Australian Government extended Rural LAP to include a focus on locum support for the aged care sector in rural and remote Australia. Rural LAP Aged Care runs in parallel with the existing program, providing a comprehensive locum placement service for aged care-specific healthcare roles, including allied health.

For more information about Rural LAP please go to www.rurallap.com.au

Aspen Aged Healthcare

Aspen Aged Healthcare has provided COVID-19 related support over the last 18 months to support a number of Indigenous-run facilities in the aged care sector in Far North Queensland. From October 2020 to March 2021, our teams supported three aged care facilities (Kuba Natha, Kukatja Place Hostel and Ngooderi House) as the ownership and management of each facility was transferred to local indigenous groups. The program included engagement of local elders and community groups to understand local expectations as well as providing training and management frameworks to the incoming operators.

In Whyalla, South Australia, our team supported the Yeltana Nursing Home from April to June 2021 providing support and care to a largely indigenous group of residents during a COVID-19 response.

In the Northern Territory, Aspen Medical visited every Commonwealth funded residential aged care facility in Indigenous communities to assess each facility's preparedness to respond and manage a COVID-19 outbreak, which included reviewing existing processes and procedures, develop new procedures, where necessary, to address identified gaps, as well as training and exercising staff in these processes.

For more information about Aspen Aged Healthcare please go to www.aspenagedhealthcare.com.au

Aspen Medical Australia Pacific (APAC) Operations

APAC Operations Branch manages health projects in Australia and Papua New Guinea. Client sectors include resource, agricultural, elite sport, defence, maritime and state and federal government. Services include remote site clinical staffing, establishment and management of clinics, occupational and travel medicine, clinical governance, quarantine management and infection prevention control. The core operational capability is agile project management with a health focus.

Recent examples of work include COVID-19 quarantine management for overseas agricultural workers, site clinical staffing for approximately 40 resource sector sites, pre-employment medicals for several hundred uniformed police and establishment of emergency COVID-19 testing centres in remote locations.

For all Australian based projects, the APAC Operations Project Management Teams are responsible for the development of detailed Indigenous Engagement Plans (IEPs) to maximise opportunities for Aboriginal and Torres Strait Islander people and companies.



Global Advisory Services

Global Advisory Services is a division within Aspen Medical and provides health-related advice to both government and non-government organisations, as well as supporting other divisions within the company. Building on the advisory work already being undertaken by different arms of Aspen Medical, Global Advisory Services was formally established in February 2021.

The global environment is changing rapidly, and this brings with it new health-related challenges such as COVID-19. To remain relevant and respond to these challenges, organisations and governments require COVID expert assistance to collaboratively work through complex health management and operational issues. By drawing on the expertise of a suite of specialists – from areas such as epidemiology, public health, environmental health, occupational health, air quality and risk management – Global Advisory Services has assisted organisations to prepare for, manage and minimise health-related risks. Examples of recent activities include infection prevention and control (IPC) gap analyses, COVID-19 management plan audits, health reform, health service delivery evaluation, occupational health, injury management, program development and the development of protocols that include the complete traveller journey, including pre-departure, flights, on-ground transport and quarantine.

For more information about Global Advisory Services please go to www.aspenmedical.com

Peak Healthcare Recruitment

Peak Healthcare Recruitment (PHR) is a 100%-owned subsidiary of Aspen Medical Pty Ltd. As such, it carries the collective knowledge and capabilities of the wider Aspen Medical Group to deliver outcomes. PHR is a boutique labour hire and recruitment service providing locum nurses and allied health staff throughout Australia with a large focus on rural and remote placements and also quick response turn around teams such as telehealth and vaccinations.

PHR is proud to be providing high-quality service to its clients. Our service is based on our ability to attract, recruit, credential, equip, deploy, manage, support and retain a wide range of health professionals. To achieve that, we are committed to supporting local participation and community engagement.

PHR prides itself on the provision of healthcare personnel that are tailored to its partnerships.

For more information about Peak Healthcare Recruitment please go to www.peakhealthcarerecruitment.com.au



Our RAP

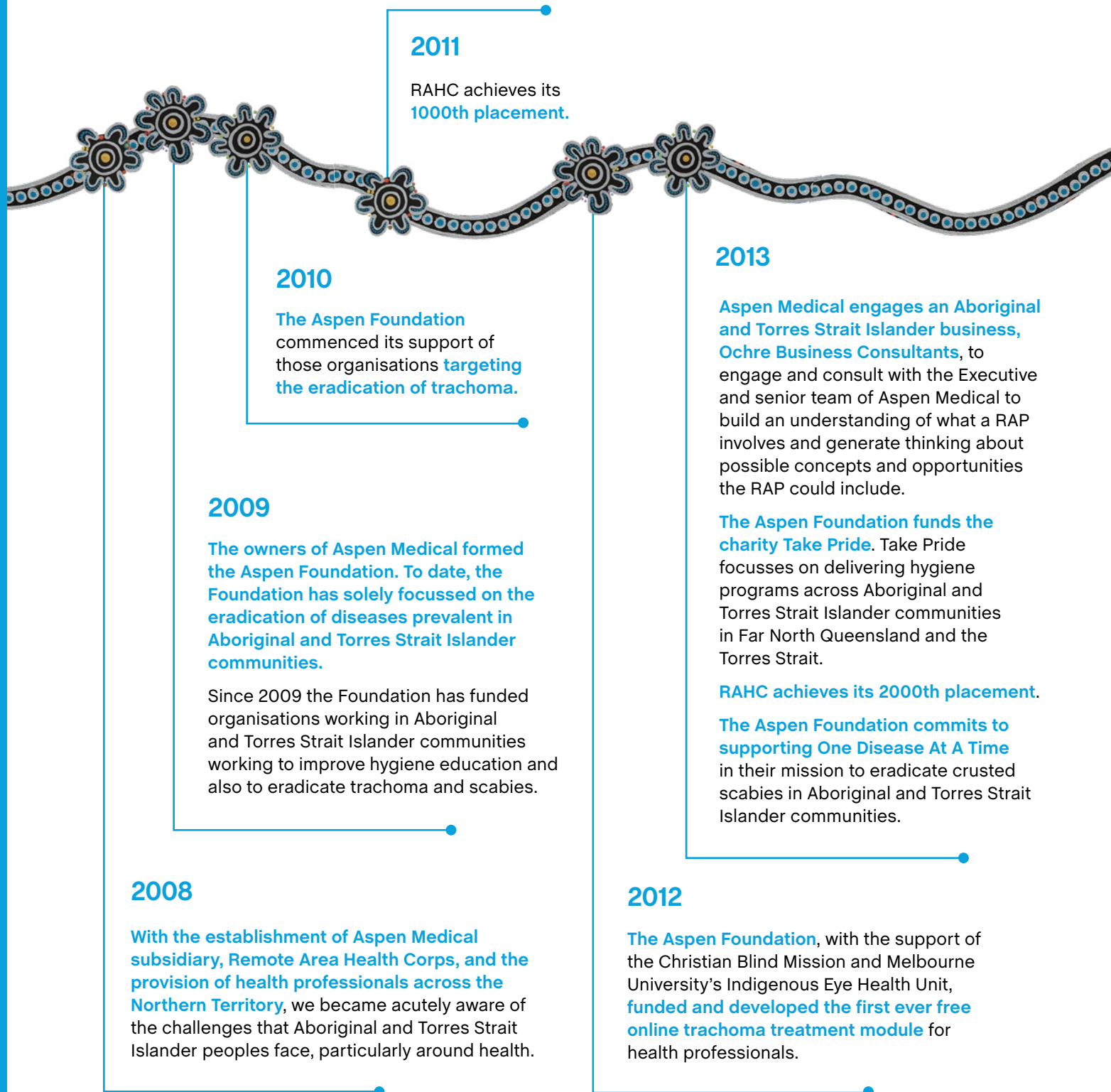
As a global organisation, Aspen Medical is respectful of First Nations Peoples on the lands where we operate. As an Australian-owned business, we acknowledge the special place Aboriginal and Torres Strait Islander peoples hold as Australia's First Peoples. We are committed to embedding the five dimensions of reconciliation - Race Relations, Equality and Equity, Unity, Institutional Integrity and Historical Acceptance - in the way we do business every day with Aboriginal and Torres Strait Islander peoples. We believe that a reinvigorated Innovate RAP will build on the lessons learnt from our first RAP 2014–2017 and will provide increased impetus particularly recognising the new challenges identified in the Priority Reforms and Socio-economic Targets of the 'National Agreement on Closing the Gap - Closing The Gap in Partnership'. As we strive to build a better future with Aboriginal and Torres Strait Islander peoples, we build a better future for Australia as a whole.

Our RAP is championed by the Senior Leadership Team lead by the Aspen Medical Executive Chairman and Aspen Medical Group CEO. The RAP Working Group (RWG) comprises representatives from all subsidiary organisations including three full-time members who identify as Aboriginal and Torres Strait Islander people.

The RWG members are:

- Aspen Medical Group Chief Executive Officer
- Aspen Medical Chief Operating Officer
- CEO Equity Health Solutions
- National Manager – Remote Area Health Corps (or their Representative)
- General Manager Culture and Performance (or their Representative)
- General Manager Supply Chain (or their Representative)
- Six employees from Aspen Medical Corporate Headquarters and subsidiary organisations.

Our RAP journey





2015

RAHC achieves its
3000th placement.

2014

The Aspen Foundation funds a second free online eye health module for health professionals. This module focusses on preventable blindness in Aboriginal and Torres Strait Islander communities.

The Aspen Foundation funds Malpa in their delivery of the Young Doctors program in Western Australia and the Northern Territory. Young Doctors is a health leadership program which trains young people to be health ambassadors in their communities. It is designed and run by local Elders, respected community members and supported by health workers.

Input sought from the entire Aspen Medical team and a draft sent to Reconciliation Australia for input. Formal launch of the RAP.

2017

In 2017, financial investment in Equity Health Solutions Pty Ltd (EHS), a majority-owned Indigenous company, and ongoing corporate support including HR, Training, Business Development and Finance Management.

EHS partners with the following organisations – Rekindling the Spirit, Apunipima Cape York Health Council (ACYHC) and the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives. Since 2020, in conjunction with Apunipima Cape York Health Council (ACYHC) EHS has been responsible for delivering Dialysate Storage Units (DSU) to three communities in North Queensland - Kowanyama, Aurukun and Coen.

Further achievements

Aspen Medical previously developed an Innovate RAP for the period 2014–2017. Achievements during that period, and since, included:



Provision of personnel and logistic support to 90 Aboriginal Community-Controlled Health Organisations (ACCHOs)

including clinical medical staff, allied health staff, logistics support for the COVID-19 Respiratory and Vaccination clinics, and aged care staff and clinical governance advice.



Aspen Medical and its subsidiaries sponsor and support the annual CATSINAM and Lowitja CHA conferences and, in addition, Aspen Medical and its subsidiaries use these conferences to promote employment opportunities within the organisation for Aboriginal and Torres Strait Islander health professionals.



The Aspen Foundation has made a tangible contribution to our RAP. Key commitments have been:

- In 2014 the Aspen Foundation Board decided to provide funding and create scholarships in various areas such as Nursing, Mental Health, Social Work and Medicine available to Aboriginal and Torres Strait Islander Australians to further their career and knowledge in Indigenous Health. The University of Newcastle – through the Aspen Foundation Scholarship programs – is a recipient of 1–2 clinical scholarships per year.
- We provide financial support to Take Heart to raise awareness of rheumatic heart diseases in Aboriginal and Torres Strait Islander communities.
- Involvement by many within the company with internal and community-organised events for Sorry Day, NAIDOC Week and National Reconciliation Week.
- Commissioning of four pieces of Aboriginal artwork for our Head Office from two local Aboriginal artists which comprised of a totem for our foyer and three canvases throughout the building.
- Conduct of Aboriginal and Torres Strait Islander cultural awareness training for all staff that was very well received.



Key learnings

Our experience to date also identified a number of lessons/learnings that will guide us in strengthening our relationships with Aboriginal and Torres Strait Islander peoples and engaging with staff and stakeholders on the reconciliation journey.

Key learnings from our RAP journey were:

- the need for a rigorous monitoring and evaluation system.
- greater engagement on the ground with Aboriginal and Torres Strait Islander communities.

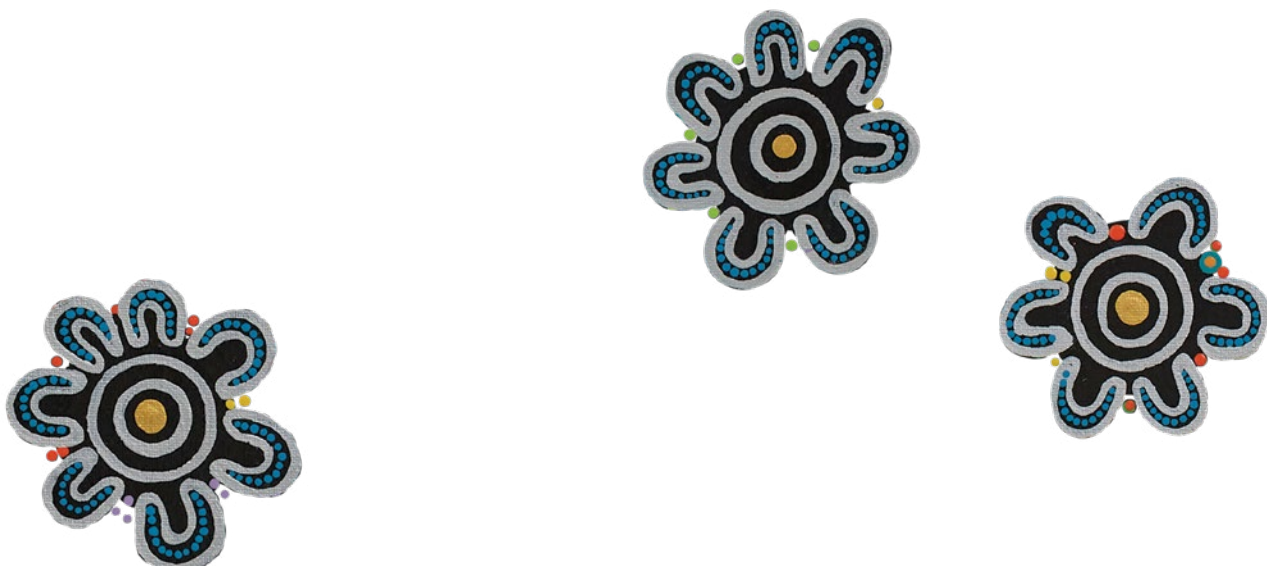
Notwithstanding the achievements and learnings on our journey to date, we are committed to providing increased impetus to our reconciliation efforts, particularly recognising the new challenges identified in the Priority Reforms and Socio-Economic Outcomes and Targets of the National Agreement on Closing the Gap - Closing the Gap in Partnership and the Implementation Plans that follow.



Relationships

Aspen Medical recognises the important role that effective healthcare services will play in the achievement of the Socio-economic targets specified in the National Agreement and we are committed to building strong, enduring relationships with Aboriginal and Torres Strait Islander peoples and organisations to strengthen these services through close partnership and collaboration. Aspen Medical's RAP activities will ensure we focus on and align with the five dimensions of reconciliation: Race Relations, Equality and Equity, Institutional Integrity, Historical Acceptance and Unity.





Focus area

Making significant contributions to improving Aboriginal and Torres Strait Islander peoples' health. This commitment extends to engaging Aboriginal and Torres Strait Islander health professionals and open communications and consultations with key stakeholders.

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2022, 2023	RWG Secretary
Establish connections with Aboriginal and Torres Strait Islander Communities to help provide a deeper community engagement with Aboriginal and Torres Strait Islander students.	August 2022	GM – Culture and Performance
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2022, 2023	RWG Secretary
Engage with and develop relationships with Gudan Gulwan Youth Aboriginal Corporation.	August 2022	GM – Culture and Performance
Engage with and develop relationship with Winnunga Nimmityjah Aboriginal Health Service (AHS)	August 2022	RWG Secretary
Identify opportunities to engage with Aboriginal and Torres Strait Islander peoples and organisations to deliver National Agreement (NA) - Closing the Gap - implementation Plan/s with focus on Priority Reform 2 and Socio-economic Outcomes 1, 2, 6, 8, 14 and the Aged Care Cross-cutting outcome.	September 2022	RWG Secretary

2. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	GM – Culture and Performance
RAP Working Group members to participate in three external NRW event.	May-June 2023, 2024	RWG Secretary
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May-June 2023, 2024	RWG Secretary
Organise at least one NRW event each year. For example, Aspen Medical will organise for its staff and their families to visit and participate in education programs, such as Ngutana-Lui (www.ngcc.qld.edu.au) in Queensland and its alternatives in other states.	May-June 2023, 2024	GM – Culture and Performance
Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	RWG Secretary
Commemorate National Sorry Day.	26 May 2023, 2024	GM – Culture and Performance

3. Promote reconciliation through our sphere of influence.

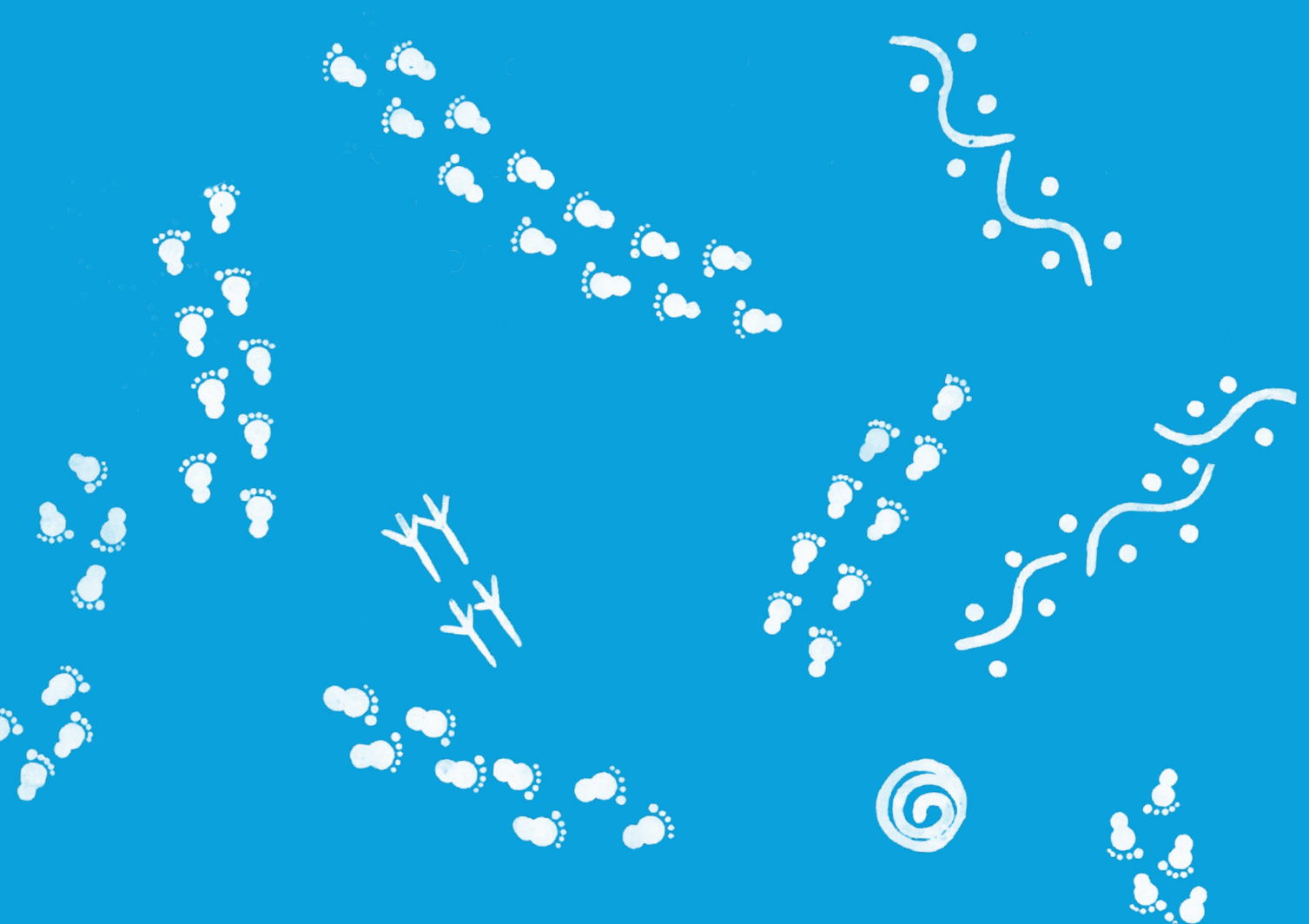
Deliverable	Timeline	Responsibility
Implement strategies to engage our staff in reconciliation.	August 2022	GM – Culture and Performance
Communicate our commitment to reconciliation publicly.	August 2022	Director – Communications
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2022	RWG Secretary
Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	September 2022	RWG Secretary

4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2022	GM – Culture and Performance
Review APCPP13 Equal Employment Opportunity Policy which includes anti-discrimination.	October 2022	GM – Culture and Performance
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2022	GM – Culture and Performance
Educate senior leaders on the effects of racism.	October 2022	GM – Culture and Performance

Respect

Aspen Medical acknowledges Aboriginal and Torres Strait Islander peoples as the First Nations peoples of Australia. Aspen Medical values and respects Aboriginal and Torres Strait Islander cultures as an important part of the fabric of Australia.



Focus area

Aspen Medical stands by its commitment to earn and demonstrate mutual respect with First Nations peoples wherever we work.

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	November 2022	GM – Culture and Performance
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	November 2022	RWG Secretary
Develop, implement and communicate a cultural learning strategy for our staff.	November 2022	GM – Culture and Performance
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November 2022	GM – Culture and Performance

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

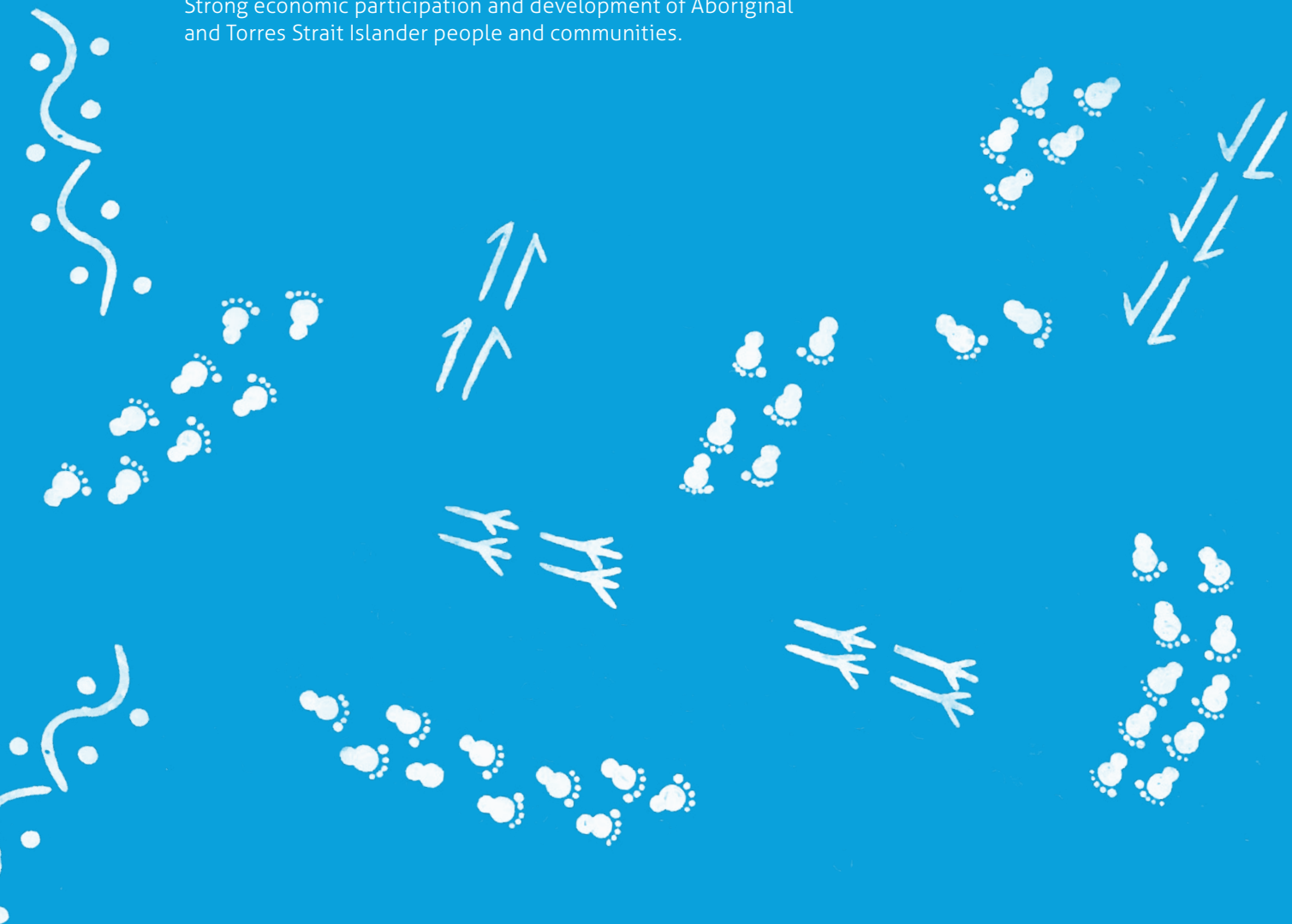
Deliverable	Timeline	Responsibility
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2022, 2023	RWG Secretary
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2022, 2023	RWG Secretary
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2022	RWG Secretary
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2022	RWG Secretary

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
RAP Working Group to participate in an external NAIDOC Week event.	July 2022, 2023	RWG Secretary
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2022	GM – Culture and Performance
Promote and encourage participation in external NAIDOC events by all staff.	First week in July 2022, 2023	GM – Culture and Performance

Opportunities

Aspen Medical is committed to working in partnership with Aboriginal and Torres Strait Islander peoples to improve access to business and employment opportunities with our company. We recognise that Aboriginal and Torres Strait Islander people bring skills that will enhance our ability to engage with other Aboriginal and Torres Strait Islander people and organisations to deliver improved healthcare solutions in support of the "National Agreement on Closing the Gap - Closing the Gap in Partnership" Outcome One: People enjoy long, and health lives. Additionally, engagement with Aboriginal and Torres Strait Islander businesses will open-up opportunities for increased employment and therefore contribute to achieving Outcome 8: Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities.



Focus area

Aspen Medical is committed to developing healthcare solutions in partnership with Aboriginal and Torres Strait Islander peoples around Australia. This will be achieved by offering mutually beneficial opportunities through joint ventures and strategic alliances with Aboriginal and Torres Strait Islander businesses across Australia.



8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
Continue to understand current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2022	GM – Culture and Performance
Continue to engage with Aboriginal and Torres Strait Islander staff to review and update our recruitment, retention and professional development strategy.	September 2022	GM – Culture and Performance
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2022	GM – Culture and Performance
Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2022, 2023	GM – Culture and Performance
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2022	GM – Culture and Performance
Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to 3% during the life of this RAP.	July 2022, 2023	GM – Culture and Performance



9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	August 2022, 2023	GM - Supply Chain
Review and align our procurement target to the Commonwealth's Indigenous Procurement Policy (IPP) currently: (1) FY 2021/2022 – 1.5%, and (2) FY2022/2023 – 1.75% (by value of contract).	August 2022, 2023	GM - Supply Chain
Investigate Supply Nation membership.	August 2022	RWG Secretary
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2022	GM - Supply Chain
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2022	GM - Supply Chain
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses including assistance with policies e.g., Modern Slavery Statement and Supplier Code of conduct.	September 2022	GM - Supply Chain
Work with Aboriginal and Torres Strait Islander stakeholders and organisations to identify at least one young entrepreneur and provide mentoring assistance to develop their capabilities.	September 2022, 2023	RWG Secretary in conjunction with GM APAC Operations
Develop partnerships with Aboriginal and Torres Strait Islander organisations with who we can share surplus/excess materials, resources and goods with.	September 2022, 2023	GM - Supply Chain
Join and participate in the Indigenous Network for Investment, Trade and Export (IGNITE).	August 2022	RWG Secretary
Commit to developing Indigenous Participation Plans (IPPs) in conjunction with Indigenous partners for all Business Opportunities/Bids.	July 2022, 2023	RWG Secretary
Conduct an annual review/audit of the IPP for all contracts and identify opportunities to enhance them.	August 2022, 2023	RWG Secretary in conjunction with GM - Supply Chain
Develop and implement an Aboriginal and Torres Strait Islander businesses Risk Management Plan which identifies risk mitigation strategies to assist in capacity and capability building.	July 2022	GM – Culture and Performance



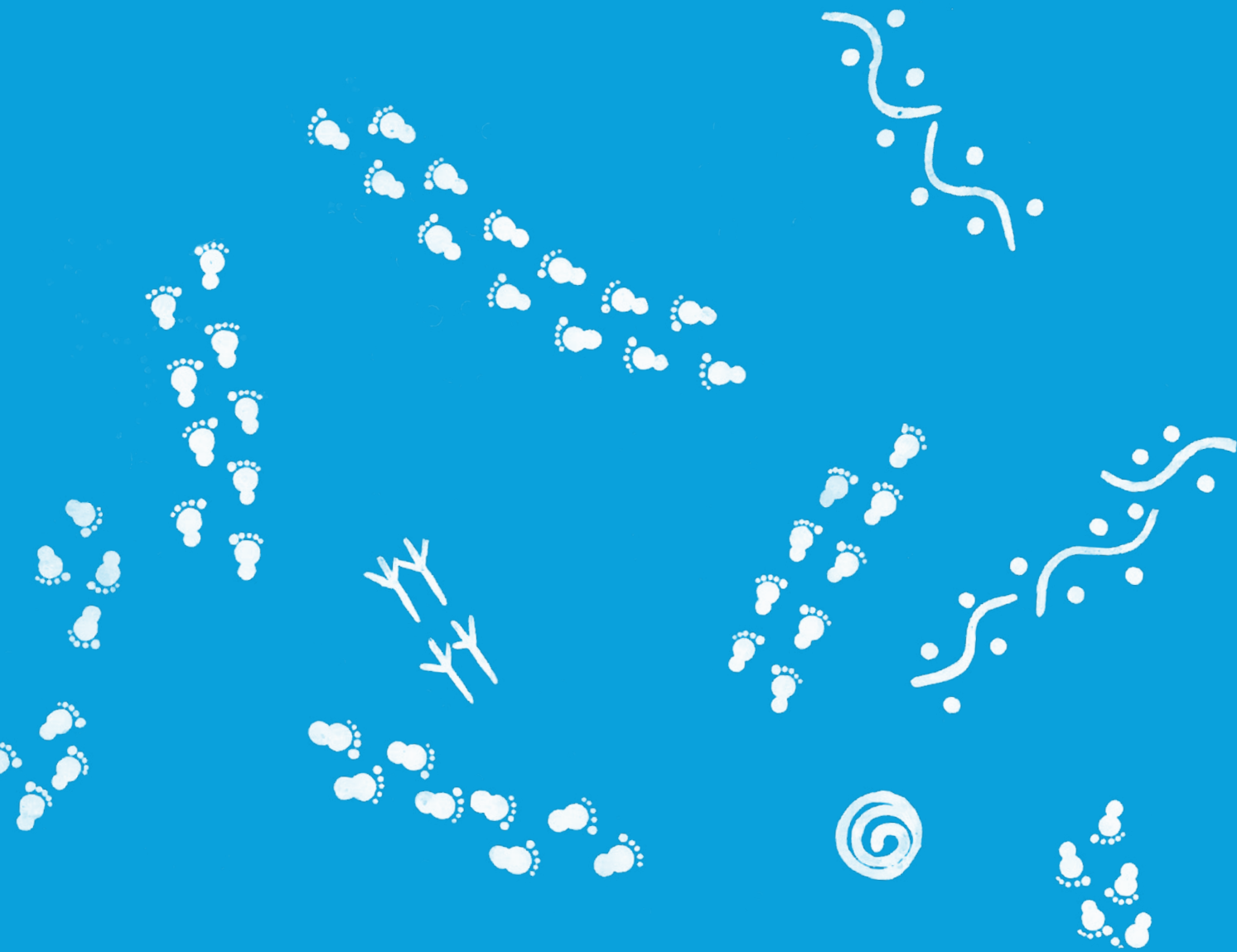
10. Participate in and contribute to the implementation of the DFAT Indigenous Diplomacy Agenda (IDA).

Deliverable	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander peoples and businesses to ensure their understanding of the IDA.	December 2022	RWG Secretary
Identify opportunities where Aspen Medical, and Aboriginal and Torres Strait Islander peoples and businesses can participate in the IDA.	December 2022	RWG Secretary



Governance

Aspen Medical is committed to being accountable for the delivery of its commitments to reconciliation.



Focus area

Implementation plans will be developed to facilitate the resourcing and delivery of all Actions and Deliverables. A rigorous monitoring and evaluation system will be implemented to monitor progress, achievements, and delays. There will be a strong focus on meeting all reporting requirements.

11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.		
Deliverable	Timeline	Responsibility
Continue to maintain Aboriginal and Torres Strait Islander people's representation on the RWG.	July 2022, 2023	RWG Secretary
Review and update the Terms of Reference for the RWG.	July 2022, 2023	RWG Secretary
Meet at least four times per year to drive and monitor RAP implementation.	July 2022, 2023 October 2022, 2023 February 2022, 2023 May 2022, 2023	RWG Secretary

12. Provide appropriate support for effective implementation of RAP commitments.		
Deliverable	Timeline	Responsibility
Define resources needed for RAP implementation and win the resources.	July 2022, 2023	RWG Secretary and Co-Chairs
Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2022, 2023	RWG Secretary
Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2022, 2023	RWG Secretary
Appoint and maintain an internal RAP Champion from senior management.	July 2022, 2023	Co-Chairs

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

Deliverable	Timeline	Responsibility
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, 2023	RWG Secretary
Report RAP progress to all staff and senior leaders quarterly.	July 2022, 2023 October 2022, 2023 January 2022, 2023 April 2022, 2023	RWG Secretary
Publicly report our RAP achievements, challenges and learnings, annually.	October 2022, 2023	RWG Secretary and Director - Communications
Investigate participating in Reconciliation Australia's Biennial Workplace RAP Barometer.	May 2023, 2024	RWG Secretary

14. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	RWG Secretary

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