



Reconciliation Action Plan

January 2026 – June 2027

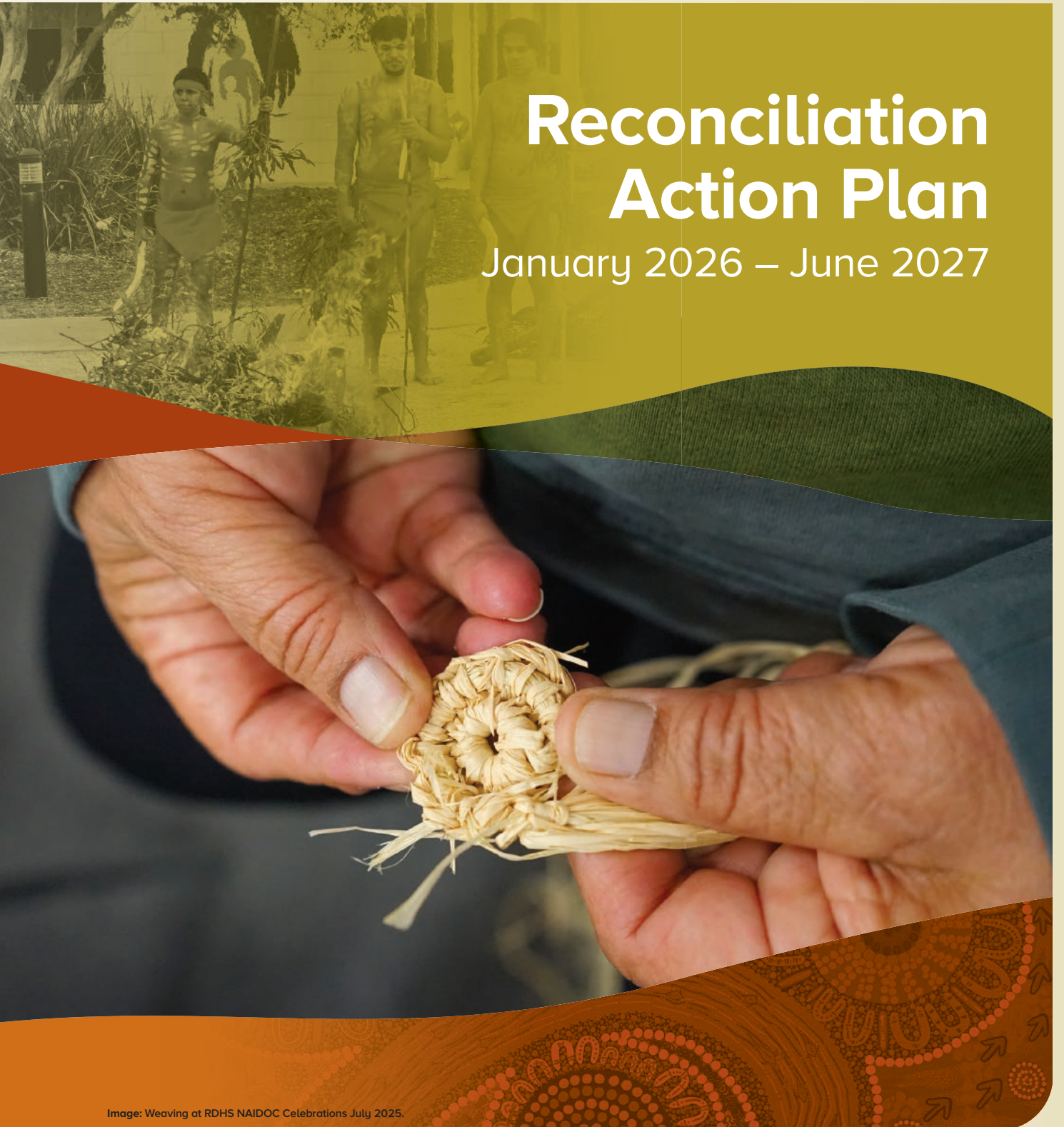


Image: Weaving at RDHS NAIDOC Celebrations July 2025.

Reconciliation Australia CEO Statement

Reconciliation Australia welcomes Robinvale District Health Services to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Robinvale District Health Services joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

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

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

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

This Reflect RAP enables Robinvale District Health Services 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 Robinvale District Health Services, 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

Artwork: 'Community and Family' by Aboriginal artist Stephanie Lingwoodock.

Our Business

Robinvale District Health Services (RDHS) is a Victorian Health Multi-Purpose Service (MPS). RDHS employs 164 people including 9 First Nations people. We have a high performing leadership team that takes pride in achieving exceptional outcomes and a best practice service to all communities.

RDHS provides services to a large catchment area of approximately 60,000 sq kms, supporting Robinvale, Boundary Bend, Manangatang and Ouyen as well as NSW cross-border communities including Euston, Wentworth, Dareton, Buronga and Balranald through a range of outreach services.

RDHS operates 20 acute beds, 54 residential aged care places and an Urgent Care Centre to both the Robinvale and Manangatang communities. RDHS also provide a comprehensive range of primary and community services, which includes renal dialysis, community Midwifery, Visiting nursing, Allied Health and Early Years Programs.

RDHS provides an integrated range of acute, residential aged care and allied, primary health and community care services and has been providing services to the community since 1933. The services provided include: Acute Care Services, Corporate Services, Management Services, Consulting Services, Primary & Community Health Services and Aged Care Services across three sites.



First Nations Dance Group at RDHS NAIDOC Celebrations July 2025.

CEO Message

At RDHS our approach to reconciliation is underpinned by our five organisational values of Respect, Professionalism, Care, Commitment and Collaboration.

RDHS recognises the intergenerational trauma caused to First Nations peoples because of colonisation, and the social inequalities that exist in Australia as a result of historical and present injustices.

RDHS acknowledge that National Reconciliation Week (NRW) occurs annually between 27th May and 3rd June. We also acknowledge that National Sorry Day is commemorated the day before NRW begins and recognise that the 26th May 2008, is when we remember the suffering and grief of First Nations peoples because of the forced removal of children from their families, which caused First Nations people great sorrow and who carry this transgenerational trauma even today.

We acknowledge also that on 13 February 2008, our then Prime Minister, Kevin Rudd issued an Apology to those Stolen Generations, and we uphold the National Apology.

NRW is bookended by the Anniversary of the 1967 Referendum on the 27 May, which removed clauses in the Australian Constitution that discriminated against First Nations People and the successful High Court Mabo decision on the 3 June 1992, which extinguished “terra nullius.”

All these dates are causes for both celebration and reflection by First Nations people as well as the community at large.

RDHS recognises that often First Nations peoples experience poorer health outcomes when compared with non-Indigenous peoples, have lower life expectancies, and that success in improving disparities has been limited. We recognise that the cultures across the footprint of our organisation are diverse and we need to be responsive to local communities to meet their needs. Through continued consultation and with their guidance, RDHS is committed to working towards improving the determinates of health of all First Nations peoples in the Robinvale and Districts community. Providing a welcoming and safe space where all people can access the very best health care services is a priority at RDHS and as such RDHS continue to work

at providing a culturally safe environment, understanding it is only a First Nations person who is the recipient of our care who can determine whether our services are culturally safe. RDHS are dedicated to working collaboratively with representatives from the First Nations peoples of the Robinvale Euston region including Latje Latje, Tati Tati, Wiradjuri, Muti Muti and Wamba Wamba peoples, together with AHLOs, ACCHOs and other First Nations peoples to embed this within RDHS services.

RDHS acknowledges that reconciliation is a concept of vital importance to First Peoples throughout Australia, and locally in Robinvale and districts. This passion is also shared by the RDHS Board and staff, and there is a genuine desire for RDHS to ensure that the services it provides are inclusive and welcoming to First Nations people.

Reconciliation is a time to improve and strengthen honest, respectful relationships with First Nations peoples and the wider community, and to demonstrate we can defeat racism through our commitment to change, our positive actions and our lifelong journey of learning and unlearning. It is a recognition of the over 60,000 year histories and cultures of First Nations peoples.

This Reconciliation Action Plan is a first attempt to move RDHS on this journey, and as such is designated as a ‘Reflect’ RAP. It will apply for 18 months from the endorsement of the RAP and is a living, breathing document, and will therefore be amended as and when required.

A great desire for change has driven the development of the RAP including by the generous involvement of a First Nations Consultant Thelma Chilly, RDHS RAP Working Group and RDHS staff and I feel very privileged to commend to you, the RDHS RAP.

I look forward to continuing to work with partners and communities to ensure we deliver the outcomes identified in this plan and fulfil our role in taking significant steps to make reconciliation a reality.



Ro Enever
Chief Executive Officer
Robinvale District Health Services

This artwork represents the health, wellbeing and strength of our RDHS communities. It is a collaborative design completed with our partners Murray Valley Aboriginal Co-operative and Robinvale College.

Our RAP

RDHS is committed to creating a providing a diverse, equitable and inclusive workplace which is culturally safe for all. As such, we recognise the development of a Reconciliation Action Plan is way forward on this journey and a means to further our collaborative partnerships with First Nations peoples. The RDHS RAP is RDHS's public and formal pledge to guide our reconciliation on this meaningful journey.

Our RAP provides a practical framework for us to transform our vision into action in a genuine and meaningful way. RDHS's RAP will be implemented through the utilisation of Reconciliation Australia's framework and the three core pillars of Relationships, Respect and Opportunities and the RDHS organisational values of Respect, Professionalism, Care, Commitment and Collaboration.

RDHS's approach to implementing the RAP will be one of reporting regularly on RAP progress to our staff and Board, engaging with First Nations stakeholders to seek guidance and advice, incorporating a member of each team across our business to be involved in the RAP Working Group to ensure deliverables are rolled out across the organisation and by taking a top-down approach by ensuring all senior leaders are assigned deliverables. The RDHS RAP Champion (Director Primary & Community Services) will generate awareness of our RAP, with all staff of RDHS being engaged advocates of our RAP. Our Reconciliation Action Group, along with the Executive and CEO will hold accountability for the deliverables and outcomes of our RAP.

Our Partnerships and Current Activities

RDHS aims to provide a welcoming and culturally safe place for First Nations Peoples. RDHS continues the commitment to employ an Aboriginal Health Liaison Officer, which has been a role within the organisation for decades. RDHS have a First Nations Hub, which has been designed with input from the First Nations peoples who utilise it, resulting in a welcoming, culturally safe place for First Nations clients and their families. This area is the main working site for the

Aboriginal Health Liaison Officer and has yarning spaces as well as an operational kitchen and bathroom facilities.

For many years, RDHS has continued to hold a NAIDOC Week event onsite in addition to commitment to recognise other dates of First Nations cultural significance such as National Sorry Day.



Relationships

Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with First Nation's stakeholders and organisations.	• Identify First Nations stakeholders and organisations within our local area or sphere of influence.	June 2026	RDHS CEO
	• Research best practice and principles that support partnerships with First Nation's stakeholders and organisations.	July 2026	RDHS Director Primary & Community Services
2 Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026 & 2027	RDHS Manager People and Culture
	• RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2026 & 2027	RDHS RAP Working Group
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2026 & 2027	RDHS Manager People & Culture
3 Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	Feb 2026	RDHS CEO
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2026	RDHS CEO
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2026	RDHS Director Primary & Community Services
4 Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	November 2026	RDHS Manager People and Culture
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2026	RDHS Manager People and Culture



Respect

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of First Nations cultures, histories, knowledge and rights within our organisation.	June 2026	RDHS Director Primary & Community Services
	• Conduct a review of cultural learning needs within our organisation.	January 2026	RDHS Manager People and Culture
6 Demonstrate respect to First Nations 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.	August 2026	RDHS CEO
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2026	RDHS Manager People and Culture
7 Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	RDHS Manager Quality and Safety
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	RDHS Manager Quality and Safety
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026	RDHS Manager People and Culture
8 Provide a culturally safe environment for First Nations Peoples experiencing family violence	• Establish family violence and child Information sharing processes to better support First Nations children and families	November 2026	RDHS Executive Director of Nursing
	• Implement the Multi-Agency Risk Assessment and Management (MARAM) framework across the organisation to better support First Nations families who have a lived or current experience of family violence.	November 2026	



Opportunities

Action	Deliverable	Timeline	Responsibility
9 Improve employment outcomes by increasing First Nation's recruitment, retention and professional development.	• Develop a business case for First Nation's employment within our organisation.	August 2026	RDHS, Manager People and Culture
	• Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	June 2026	RDHS Manager People and Culture
10 Increase First Nation's supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from First Nations owned businesses.	January 2026	RDHS Director Corporate Services
	• Investigate Supply Nation membership.	September 2026	RDHS 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.	January 2026	RDHS Director Primary & Community Services
	• Draft a Terms of Reference for the RWG.	January 2026	RDHS Director Primary & Community Services
	• Establish First Nation's representation on the RWG.	February 2026	RDHS Director Primary & Community Services
12 Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	February 2026	RDHS Director Corporate Services
	• Engage senior leaders in the delivery of RAP commitments.	February 2026	RDHS CEO
	• Maintain a senior leader to champion our RAP internally.	February 2026 & 2027	RDHS Director Primary & Community Services
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2026	RDHS Director Primary & Community Services
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	RDHS Director Primary & Community Services
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	RDHS Manager People and Culture
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RDHS Director Primary & Community Services
14 Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	March 2027	RDHS Director Primary & Community Services

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