

Innovate

Reconciliation Action Plan (RAP)

healthshare.nsw.gov.au

July 2026 - July 2028



The Lyrebird Falls,
Gibraltar Range on
Ngurrailam Country



Connection

Lakkari Pitt is a proud Gamilaroi Ularoi yinarr originally from Walgett, hailing from a large Aboriginal family on both sides. She credits her creative work to her mother and Uncle Jason, who possess a wealth of cultural knowledge and stories that she expresses through her art.

Lakkari's chosen medium is digital art, which she shares online.

'Connection' artwork aims to convey the scale and impact of HealthShare NSW's work across the state, as well as its significance within NSW Health and the broader communities.

Country is also honoured throughout the artwork.

Throughout the artwork there is emu feet or Dhinawan which is her totem, passed down on the maternal side of her family. It features as a celebration in all of her artwork.



Acknowledgment of Country

HealthShare NSW respectfully acknowledges the many Aboriginal Nations of NSW; the traditional Custodians of the lands we live and work on.

Acknowledging Elders past, present and future, we pay our respect to the continuing cultural practices and spiritual connection Aboriginal people of NSW have with the land, waters and seas.

We hold an appreciation and respect for the sharing of their knowledge across our organisations.

'Connection' by
Lakkari Pitt 2024

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Capertee National Park
on the traditional Lands
of the Wiradjuri People



Chief Executive's message



Wendy Hughes
Chief Executive

I'm proud to introduce HealthShare NSW's Innovate Reconciliation Action Plan (RAP) 2026-2028.

This is our second RAP and the next step in HealthShare NSW's continued journey towards reconciliation.

As an organisation, we are committed to deepening our actions and fostering meaningful change in our workplace and the broader community.

Through this commitment, we have built a workplace culture based on respect and inclusivity, which recognises and celebrates the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples.

Building on the progress we've made with our first Reflect RAP, our Innovate RAP takes the next step in driving sustained, impactful change.

Guided by the Reconciliation Australia pillars – Relationships, Respect, Opportunities, and Governance – this plan will strengthen our commitment to reconciliation, with a focus on building stronger relationships with Aboriginal and Torres Strait Islander communities, promoting respect through cultural awareness, continuing employment growth and career opportunities, and strengthening governance frameworks that support long-term impact.

As we continue our journey, we remain committed to learning, listening and actively working towards a future where all people are treated with dignity and respect.

I look forward to the progress we will make through this next stage of Reconciliation Australia's RAP program, as we continue to strive for a truly reconciled Australia.

Woy Woy, on the lands of the Darkinjung people, loosely translates to 'much water'.



Executive sponsor's message



Paul Gavel
Director,
People and Culture

As Executive Sponsor of HealthShare NSW's RAP Working Group, I reflect on the journey that has brought us to our second RAP and am pleased to see how far we have come. Our first RAP laid essential foundations for understanding, respect, and meaningful engagement with Aboriginal and Torres Strait Islander peoples. It has been a key framework supporting our efforts to embed reconciliation into the way we work every day.

Our Innovate RAP builds on that foundation and sets clear, purposeful deliverables to keep us accountable. In this next stage, we will strengthen relationships with Aboriginal and Torres Strait Islander patients, employees, and communities, expand opportunities, and weave cultural awareness into timely decisions, systems and services.

I am grateful for the dedication of our RAP Working Group and the passion of our people across HealthShare NSW as they work on the commitments we are making towards reconciliation.

Director, Aboriginal Strategy and Engagement's message



Lana Kelly
Director,
Aboriginal Strategy
and Engagement

I had the privilege of working closely with Paul as Manager, Aboriginal Workforce from 2012 to 2023. I saw the strong commitment shown by Paul and the broader People and Culture directorate to improving outcomes for Aboriginal patients, our workforce, and our communities. Their leadership has strengthened culturally responsive systems and services across our organisation.

HealthShare NSW has made a strong strategic commitment to advancing Aboriginal leadership and representation, aligned with NSW Health's Aboriginal Workforce Composition priorities. Establishing the Director, Aboriginal Strategy and Engagement role was a significant step forward, embedding cultural responsiveness, equity, and accountability across our service delivery, policy, and workforce culture.

Since commencing this role in June 2025, my focus has been on building a more inclusive and future focused organisation that values Aboriginal leadership and promotes cultural capability across all areas.

We remain committed to growing our Aboriginal workforce, supporting career development, and strengthening leadership pathways. Achieving our RAP procurement targets reflects our commitment to genuine partnership with Aboriginal businesses and communities.

My question to all colleagues across HealthShare NSW is this: How do we collectively embrace the spirit of reconciliation to create culturally responsive services for Aboriginal patients, our workforce, and our communities?

I look forward to working closely with the RAP Working Group and the rest of the organisation to deliver the commitments outlined in our Innovate RAP.

Statement from CEO of Reconciliation Australia

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



Karen Mundine
Chief Executive Officer
Reconciliation Australia

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 HSNSW 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, HSNSW 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 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. HSNSW is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals HSNSW'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 HSNSW on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

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Awabakal Land



Ross Nicol, *Culture and Organisational Development Specialist, People & Culture*

I grew up on Awabakal Land at Swansea/Blacksmiths. Lana Kelly taught us that everyone can hold a deep connection to Country which was so beautiful for me. I want to acknowledge Elders past and present and thank you for teaching us to care for Country.

Barkindji Country



Casey Carruthers, *Strategy and System Priorities Specialist, Office of the Chief Executive*

I acknowledge Barundji Country, where I grew up along the Paroo River and red soil plains, and I carry forward the deep, lifelong connection to land and waters that was formed there.

Dunghutti Country



Nicola McBride, *Associate Director, Clinical & Corporate Governance, Risk & Safety*

This is Main Beach at Southwest Rocks on Dunghutti Country. I am grateful to feel connected to this Country through wonderful memories of family holidays throughout my childhood. When I visit now, I feel myself exhale; it is where I feel most at ease.

Eora Nation



Katie Harkin, *Executive Officer, Procurement and Supply Chain*

I acknowledge the Gadigal people of the Eora Nation, Custodians of the lands and waters in Inner West Sydney. Running and walking along the Cooks River regularly, I am thankful for the Custodianship of land that has been lived on, worked on and cared for over thousands of years.

Eora Nation



Jackie Hiller, *Director, EnableNSW, Operations*

They called this place Gumura. It is a peaceful spot where I can easily imagine the Wangal people fishing along the reedy shore and coming and going in their canoes. Above these sandstone rocks the remains of middens can still be seen.

Darkinjung Land



Adam West, *Aboriginal Strategy and Engagement, Office of the Chief Executive*

This is Cabbage Tree Bay at Norah Head on Darkinjung Land. This is a special place to me as it is where I spent my summers as a child and is now where I take my children who seem to love it as much as I do.

Our business

HealthShare NSW supports NSW Health in delivering patient care and helps drive system-wide improvements. Our services include human resource services (payroll, employee support and recruitment), financial services (accounts payable, accounts receivable, patient billing, general ledger and reporting), food, cleaning and patient support services, Linen Services, procurement, EnableNSW, Patient Transport Service and Make Ready Service.

Our vision is excellence in support services for NSW Health – great value, great service, every time. Our strategic plan centres on what our people told us was important to them, ‘Partnering for Patients’. We are an integral part of the NSW Health system, providing a range of support services to enrich the experience of patients, health employees and the communities we serve. We also partner with suppliers across the state and around the globe to work towards economically and environmentally sustainable practices that support the NSW Health system.

We deliver these services to achieve the outcomes that patients need, and to ensure that all employees, patients and the NSW community benefit from the best use of the resources available to NSW Health.



Our people

As the largest government shared services organisation in Australia, HealthShare NSW employs more than 10,000 people statewide. We have made significant strides in building a diverse workforce across the organisation. The number of employees who identify as Aboriginal and/or Torres Strait Islander has increased from 1.8% in 2014 to 3.82% as of January 2026, surpassing our Aboriginal Workforce Composition target of 3.43% by 2031.

HealthShare NSW is a statewide operation. Our head office is in St Leonards and we have a service centre in Charlestown, Newcastle. Patient Transport Service hubs are located in Parramatta, Regents Park, Kings Park, North Ryde, Prestons, Port Macquarie, Macksville, Kempsey, Coffs Harbour, Warrarong, Somersby, Newcastle, Lismore, Tweed, Maclean, Grafton, Tamworth and Taree. Our Linen Services facilities are located in Parramatta, Newcastle, Lismore, Wagga Wagga, Tamworth, Dubbo, Wetherill Park, Wauchope, Orange and Illawarra and our Food, Cleaning and Patient Support Services teams work in hospitals across the state.

Shane-Leigh Wadwell and
Leanne Gray at Tamworth
Patient Transport Service



Our vision for reconciliation

HealthShare NSW's vision for reconciliation aligns with our overarching commitment of 'Partnering for Patients'.

We are committed to working collaboratively to understand the needs of our patients, employees and communities and ensure their voices are heard. As part of our consultation for our Innovate RAP we have taken the time to listen to our people's vision for reconciliation at HealthShare NSW.

Together we have a shared vision: *We will foster a culturally safe and supportive workplace where everyone is heard, seen and has a sense of belonging. In doing so we will create strong relationships, show respect, create opportunities and improve Aboriginal workforce outcomes and service delivery.*

By fostering strong, respectful relationships with Aboriginal and Torres Strait Islander communities, organisations and individuals, we aim to build a healthcare environment that not only meets the needs of all patients but also acknowledges and values the unique contributions and perspectives of First Nations peoples and their cultures.

We support the call for justice for Aboriginal and Torres Strait Islander peoples through creating a workplace that champions equity, equality and respect for our employees from these communities.



HealthShare NSW's shared vision

We will foster a culturally safe and supportive workplace where everyone is heard, seen and has a sense of belonging. In doing so we will create strong relationships, show respect, create opportunities and improve Aboriginal workforce outcomes and service delivery.

Aboriginal elder Uncle Paul leads the Welcome to Country at Parramatta Linen Services 50th birthday celebration.

Why do we have a RAP?

HealthShare NSW has been on a continual journey towards reconciliation, supporting the call for equity and equality for Aboriginal and Torres Strait Islander peoples.

We took the first steps in formalising our commitment to reconciliation through our Reflect RAP from August 2022 to December 2023. Through this commitment, we are building a workplace grounded in respect, inclusivity and cultural understanding where Aboriginal and Torres Strait Islander peoples are valued, and their histories, cultures and contributions are celebrated.

We recognise the significance of having a RAP, as it serves as a valuable framework for organisations to implement meaningful initiatives to promote reconciliation. This approach not only enhances our internal practices but also fosters positive relationships between our First Nations peoples and all of Australia, ensuring that all aspects of our services and customer interactions are aligned with our commitment to reconciliation.

Our RAP Working Group

The HealthShare NSW RAP Working Group (RWG) is vital to our reconciliation efforts, providing leadership and oversight to drive and govern reconciliation initiatives across the organisation. The RWG works closely with leadership teams across all business lines to ensure each area actively contributes to and progresses our shared reconciliation journey.

Our RWG is made up of diverse representatives from our business lines, including 6 First Nations colleagues.

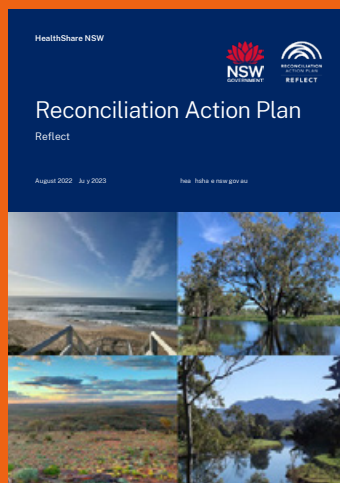
RAP Working Group leadership

Role	Actions	Responsible
Executive Sponsor Champion	Raises the profile of reconciliation as an organisational priority internally and externally. Leads by example and actions the commitments in the RAP.	- Director, People and Culture
Chair	Coordinates RWG meetings and takes responsibility for holding other members of the group accountable and on track. Provides a primary point of contact for other employees, community members, organisations and Reconciliation Australia when they have enquiries about the RAP.	- Director, Aboriginal Strategy and Engagement - Director, People and Culture
Project Lead	Guides documentation, updates, and submissions. Oversees timelines, risks, and progress reporting.	- Lead, Diversity and Inclusion - Manager, Aboriginal Strategic Partnership and Service Design
Secretary	Prepares and shares agendas. Coordinates meeting logistics (links, attendance, reminders). Takes and distributes minutes and action items. Tracks progress and follows up with members. Maintains RAP documents and version control. Supports culturally respectful communication and processes. Assists with reports, updates, and event coordination.	- Project Officer, Aboriginal Strategy and Engagement - Project Officer, Diversity and Inclusion
Project Implementors	Provides advice on the impacts of RAP actions on Aboriginal and Torres Strait Islander peoples. Champions reconciliation within their business lines and brings their groups views to the RWG. Provides specialised advice and implement activities in line with the deliverables.	- Six Aboriginal and/or Torres Strait Islander employee representatives - Twelve Business Lines representatives - Director, Aboriginal Strategy and Engagement - Director, People and Culture - Executive Director, Procurement and Supply Chain and Chief Procurement Officer - Lead, Diversity and Inclusion - Manager, Aboriginal Strategy and Engagement - Manager, Aboriginal Workforce - Senior Manager, Communications - Associate Director, Workplace Relations
Aboriginal Governance Committee	Provides cultural informed advice and guidance.	- 10 Aboriginal Governance Committee representatives

Our journey

Our Reflect RAP provided the necessary framework to raise awareness, build relationships and take initial steps towards creating opportunities for Aboriginal and Torres Strait Islander peoples while nurturing a safe and constructive culture.

We are now making our next commitment on our reconciliation journey with our Innovate RAP, focusing on Relationships, Respect, Opportunities and Governance. We will build on the foundation now in place and continue to strengthen our partnerships with Aboriginal and Torres Strait Islander communities to embed reconciliation in all aspects of our operations.



What have we achieved?

Our achievements from Reflect RAP demonstrate our progress. Our successes include:

- celebrating Close the Gap Day, NAIDOC Week, Reconciliation Week, and our first ANZAC Day event in 2023 with Elders from the community who were invited for a yarn
- embedding Acknowledgement of Country (AoC) and cultural protocols into events, meetings and formal gatherings
- uplifting the capabilities of our leaders to give a genuine AoC via workshops and online resources, including encouraging our employees to connect to Country, and share their AoC in formal meetings, workshops and online resources
- inviting the Kinchela Boys Home to share their stories with our Executive Leadership Team on the theme of truth telling to gain a better understanding of First Nations communities
- achieving 61.5% participation in Respecting the Difference face-to-face training
- celebrating our first Aboriginal Leadership Program, with 4 candidates progressing to other opportunities post-program
- celebrating our fifth cohort of 8 graduates from our Jobs to Careers development program
- increasing awareness of our Aboriginal Procurement Plan via an intranet article and as part of our Reconciliation Lunch and Learn session
- participating in the audit of the Aboriginal Participation Plan for 2 NSW Health contracts
- securing over \$20 million in services from Aboriginal-owned businesses
- executing 63 Aboriginal business contracts in the 2024-2025 financial year
- establishing the Director of Aboriginal Strategy and Engagement role within the Executive Leadership Team
- launching our commissioned artwork by Lakarri titled Connection, which visually illustrates the story of HealthShare NSW and our identity as an organisation while celebrating our diversity during NAIDOC Week 2024
- strengthening partnerships with the HealthShare NSW recruitment team and external recruitment agencies to prioritise Aboriginal and Torres Strait Islander candidates.

What have we learnt?

Learnings from completing our Reflect RAP have given us valuable insights that we are eager to build on for future improvements. In the implementation of this Innovate RAP we will:

- clearly define roles and responsibilities and distribute accountabilities beyond the People and Culture team to foster a more empowering reconciliation process across the organisation
- simplify and consolidate actions where possible, to enhance efficiency and reduce duplication
- establish the RWG (RAP Working Group) early on to allow members to familiarise themselves with the RAP and their roles and responsibilities
- keep RWG members consistent and promptly fill any vacancies to ensure continuity
- provide space for the personal reconciliation efforts of our passionate RWG members
- create an effective reporting platform from the outset to streamline the tracking and reporting of RAP actions
- engage with similar organisations early on to share valuable insights and learning opportunities.
- set realistic timeframes for each action, incorporate stakeholder feedback, collaborate across business areas, and account for potential changes in team dynamics that may affect delivery
- leverage our engagements with the First Nations community to enrich our tools and resources and receive guidance from our Aboriginal Governance Committee, which includes Elders and Community Leaders from various agencies and government organisations
- continue to assess and integrate existing activities within the framework of the RAP, enhancing their alignment and effectiveness.



Torrington State Conservation Area holds deep cultural significance for the Ngarrabul, Marbul, Bigambul and Jucumbul peoples, whose connection to this Country spans countless generations.

Our cultural learning

Cultural Learning Framework

As part of our ongoing commitment to increasing employee cultural awareness, we are guided by a Cultural Learning Framework developed by the NSW Ministry of Health. The Respecting the Difference (RTD) training program was refreshed in 2022 following extensive consultations with community and public sector agencies. RTD training is mandatory for all employees and is accessible through our training system, My Health Learning.

The RTD learning pathway combines an eLearning module with face-to-face learning, equipping NSW Health employees with the knowledge and skills to foster positive, meaningful relationships with Aboriginal and Torres Strait Islander patients, employees and community.

In 2026, in collaboration with the Reconciliation Working Group (RWG), we will deliver a Cultural Learning Survey tailored to HealthShare NSW. Led by cultural experts, this survey will assess employees' current level of cultural awareness and their ability to apply this knowledge in the workplace to support a culturally safe environment. It will also evaluate the effectiveness of the RTD program in building cultural understanding across our workforce. The voluntary and confidential survey will be distributed to all employees.

We will use the results of the Cultural Learning Survey to identify knowledge gaps and priority areas for improvement. Survey findings, together with Aboriginal workforce insights, will inform a targeted and evidence-based approach to cultural capability development and tailored learning opportunities across HealthShare NSW to strengthen cultural competence across all employees. This may include the introduction of additional learning opportunities such as 'Say No to Racism' training, where gaps are identified. In addition, cultural capability resources will be available through a central cultural capability library accessible to all HealthShare NSW employees to support ongoing learning and development.

To further embed culturally informed decision-making, we will introduce Aboriginal Health Impact Statement (AHIS) processes to ensure the potential impacts on Aboriginal people and communities are considered to guide planning and decision-making processes across HealthShare NSW. Through this approach, we will ensure our cultural learning program is responsive, evidence based, and focused on building practical skills and confidence, enabling our workforce to engage respectfully and effectively with Aboriginal and Torres Strait Islander peoples.

Engaging and informative. I'm impressed at how the topic was approached and how it was able to not only educate us about Aboriginal and Torres Strait Islander cultures but also provided education on other backgrounds and cultures. Emphasises HealthShare NSW's healthy workplace culture!

Thank you so much. I have never had this topic talked about in such a supportive manner, and I learnt a lot!

Very relaxing and we are free to be ourselves and comfortably ask things that we don't know or understand.

Respecting the Difference (RTD) feedback

After completing RTD, I am inspired to 'be the difference' and am looking at how I can do more in and outside of the workplace.

Very insightful, I am Aboriginal myself, so I learned new things about my own people and culture.

Our events and celebrations

Close the Gap Day with Kamilaroi Elder Dorothy Shipley – Lunch and Learn

Facilitator:
Jacinta Shipley

Speaker profile:
Dorothy Shipley

Dorothy is a Kamilaroi Elder living on Gandangara Country in Liverpool.

Dorothy started at Westmead Hospital in 1982 administering the Program of AIDS for Disabled People (PADP, now known as EnableNSW) helping people with disabilities within the community to access medical equipment.

Since then, she has worked as an Aboriginal Health Worker with Liverpool Health Services and as a Project Officer with the Division of General Practice (now the Public Health Network (PHN)) to develop the Aboriginal Community Health Brokerage Program (now Close the Gap).

During her time with the Division of General Practice, Dorothy was instrumental in implementing the strategies that are still used today that enable First Nations people to access specialist services by assisting in covering medical expenses.

Dorothy has travelled around the world advocating for equality in healthcare for First Nations people and in her retirement continues to volunteer her time with Gandagarra Local Aboriginal Land Council working with elders in the community to share their experiences and knowledge.

ANZAC Day with Aunty Gladys Hinton and Shane Pretty – Lunch and Learn

Facilitator:
Precilla Boota-Vincent

Speaker profile:
Aunty Gladys Hinton

Aunty Gladys is a 67-year-old proud Wonnarua woman, mother of two, and grandmother of three. Aunty Gladys has worked her entire life, including three years in Western Australia, three years in Cairns, and six years in Ballina-Lismore for the Department of Education, Employment and Workplace Relations (DEEWR). She has also worked in Canberra for the Aboriginal Torres Strait Islander Commission (ATSIC).

She has a large family, including 10 siblings and many nieces and nephews. Aunty Gladys grew up in Sydney and has lived in Seven Hills since the age of five. She shares the story of her late father, Private Cecil Hilton, who served in the war.

Aunty Gladys highlights the courage, perseverance and sacrifice of Aboriginal soldiers. Despite facing immense adversity, their resilience has paved the way for future generations.

She reflects on the shared trauma among Aboriginal veterans and their family, and the importance of connection and support. She also spoke about the importance of support networks, veteran services and RSLs in the healing process.

Aunty Gladys reminds us that the journey of healing and reconciliation requires continued efforts, understanding and support across all communities.

Reconciliation Week with our Aboriginal Workforce team and guests – Lunch and Learn

Theme:
Be a voice for
our generations

Facilitator:
Renee Gilbert

Panel members:

Angela Ekert Gazzard,
*Manager Knowledge, Quality
and Training Manager,
Partnerships and Projects*

Emily Misthos,
*Executive Assistant, System
Service Delivery*

Kerry Smith,
*Senior Project Officer, NSW
Aboriginal Mental Health
Workforce Programs*

Luke Parish,
*Project Support Officer,
Partnerships and Projects*

Tegan Wotton,
*Associate Director Workforce
Planning and Capability,
People and Culture*

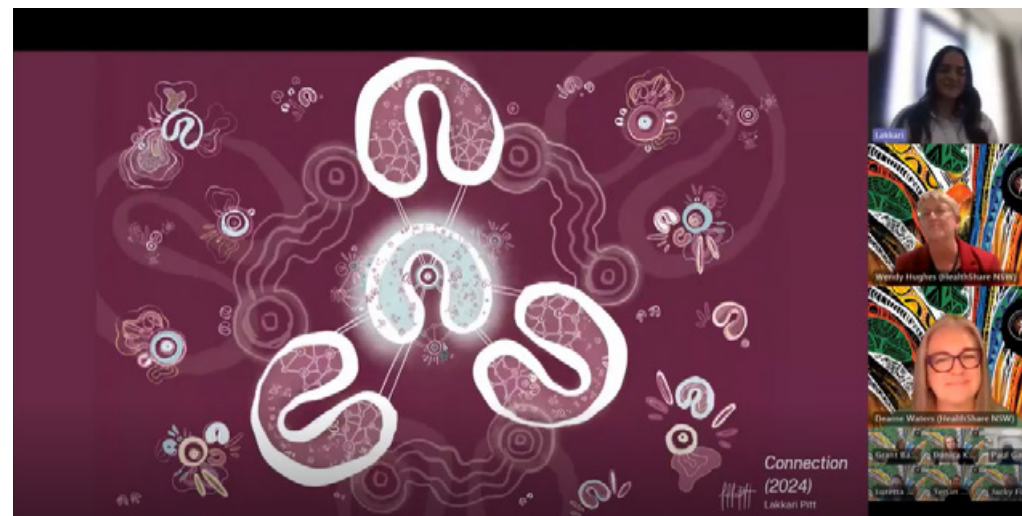
Terry Stewart,
*Procurement Manager,
Procurement and
Supply Chain*

The panel explored the meaning of reconciliation and its importance within the workplace. A strong emphasis was placed on understanding and respecting First Nations cultures, particularly through recognition of Country and the deep cultural connection between people, land, waters, seas, skies, animals, and plants. This connection was highlighted as central to First Nations identity and history.

The discussion also acknowledged National Reconciliation Week as an important opportunity to strengthen relationships between First Nations peoples and the broader community. Key themes included promoting equality, closing gaps, and building meaningful, respectful connections.

Reflections were shared on reconciliation as an ongoing journey that involves learning from the past, engaging in the present, and contributing to a better future. Insights were offered on practical initiatives such as Reconciliation Action Plans and procurement strategies that support First Nations communities.

Speakers also shared personal experiences and examples of how reconciliation values can be embedded in everyday work practices. The session concluded with a reminder that reconciliation is continuous and collective, with every individual playing a role in fostering understanding, inclusion, and shared progress.



NAIDOC Week with the launch of Aboriginal artwork

On Friday 12 July 2025, as part of our NAIDOC Week celebrations, we unveiled our new Aboriginal artwork 'Connection', during a virtual event.

At the event, Wendy Hughes, Chief Executive, was joined by artist Lakkari Pitt – a proud Gamilaroi Ularoi yinarr from Walgett, NSW – to discuss what went into creating the artwork.

Our Aboriginal Leadership Development Program

We are committed to empowering Aboriginal and Torres Strait Islander employees and closing the leadership gap within our organisation. The Aboriginal Leadership Development Program (ALDP) is a 12-month program designed to empower our Aboriginal employees and develop their leadership skills. This program is part of our broader efforts to increase Aboriginal representation in leadership roles from 1.3% to 1.8% in Leadership Tiers (1-5).

By listening to culturally informed insights and feedback from Aboriginal and Torres Strait Islander employees, we've made sure the program reflects what matters most to our Aboriginal workforce: opportunities to grow, feeling supported, and having their voices heard.

The ALDP continues to be shaped by ongoing conversations with Aboriginal employees, the Aboriginal Workforce team, and key stakeholders across HealthShare NSW. One of the standout features of our program is its flexibility, because we understand that every participant's journey is unique. By tailoring opportunities to individual's needs, we support participants at every stage of their leadership development and foster a culture that empowers Aboriginal employees to thrive.



Growing through experience

Jacinta Shipley
2024 Aboriginal Leadership Development Program participant

Jacinta, a 2025 ALDP participant, shares her experience. 'During

my first rotation in Procurement Supply Chain Transformation, I was pushed out of my comfort zone and gained invaluable skills — from creating project plans to preparing for executive briefings. It's been a career-defining experience.'

Jacinta says one of her proudest moments so far was facilitating her first project scoping workshop.

'It was a completely new challenge for me. I had to take a structured approach to meet specific outcomes, and when I achieved the objectives and finalised the project plan, it felt like a real milestone in my career.'

When reflecting on how the program will support her career development and leadership journey, Jacinta shared, 'A key part of the program for me is not only gaining new skills that I can use throughout my career, but also the invaluable insights that I am learning from my coaching sessions. These sessions are helping me understand my strengths as a leader and how my skills can be utilised in my career development.'

The ALDP is more than just career and leadership development for our Aboriginal employees – it's about reconciliation and creating an inclusive workplace that empowers all.

As Jacinta says. "This program is about discovering my potential, building relationships, and creating a pathway to leadership. I can't wait to see what's next."



Erin Bell
*2023 Aboriginal Leadership
Development Program participant*

‘The ALDP was different from other Aboriginal development programs as the content and workload was not Aboriginal-specific. This meant that I was not limited to culturally

focused topics and could gain exposure to broader business areas and build relationships across all levels of the organisation.

The program allowed me to gain a lot of new skills but the biggest thing I gained was confidence. My mentor said that the difference in my confidence from the very first meeting to the end of the program was significant.

This experience really played a huge role in helping me secure a Health Manager 3 role and shaping my long-term professional goals. The ALDP gave me the tools I needed to succeed and the motivation to keep pushing myself further.’



Lana Kelly
*2023 Aboriginal Leadership
Development Program participant*

‘The ALDP gave me a chance to work in a Health Manager 4 role across 3 different directorates within HealthShare NSW. Each rotation was unique, offering

different tasks and challenges. I really got to see how the business operates and gained valuable leadership experience that aligned with the NSW Health Future Health vision.

Having worked within the NSW State Government within the Aboriginal programs space for the last 26 years, this program really challenged me to step outside my comfort zone. It pushed me to gain confidence, particularly in report writing, strategic planning and leadership, and it allowed me to build new working relationships. With my mentor’s support, I feel more empowered to aim for higher roles and take on new challenges in both my career and personal growth.’



Jess Smith
*2023 Aboriginal Leadership
Development Program participant*

‘The Aboriginal Leadership Program gave me the opportunity to step outside my comfort zone and take on work I may not have previously put myself forward for. My rotations

were tailored to my career goals and helped me build practical experience in change and project management. The coaching and support from the program managers also helped me grow in confidence and recognise my capability as a leader.

I would recommend the Aboriginal Leadership Program. The program gives you exposure to different parts of the organisation, space to stretch yourself, and guidance along the way. It is a valuable opportunity to build confidence, connections and leadership capability.’

Megalong Valley on
Gundungurra Country
stretches beneath the
Blue Mountains.

Our Innovate Action Plan 2026-2028

Relationships



HealthShare NSW recognises the importance of meaningful and respectful relationships as a foundation for achieving reconciliation and supporting our RAP goals. Building strong connections with Aboriginal and Torres Strait Islander peoples enhances our ability to deliver culturally responsive services and create a workplace environment that values diversity and inclusivity.

We are committed to fostering opportunities for employees to engage, share experiences, and reflect on cultural differences and commonalities, strengthening partnerships with Aboriginal and Torres Strait Islander communities across NSW.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Dec 2026	Director, Aboriginal Strategy and Engagement
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jun 2027	Director, Aboriginal Strategy and Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	27 May-3 Jun, 2027 and 2028	Senior Manager, Communications Lead, Diversity & Inclusion
	2.2 RAP RWG members to participate in an external NRW event.	27 May-3 Jun, 2027 and 2028	Director, People and Culture Director, Aboriginal Strategy and Engagement
	2.3 Encourage and support employees and senior leaders to participate in at least 1 external event to recognise and celebrate NRW.	27 May-3 Jun, 2027 and 2028	Director, People and Culture Director, Aboriginal Strategy and Engagement
	2.4 Organise at least 1 NRW event each year.	27 May-3 Jun, 2027 and 2028	Director, People and Culture Director, Aboriginal Strategy and Engagement
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2027 and 2028	Lead, Diversity and Inclusion

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce. This includes updating existing resources on our dedicated Reconciliation intranet page.	Jul 2026	Senior Manager, Communications
	3.2 Communicate our commitment to reconciliation publicly.	27 May-3 Jun, 2027 and 2028	Chief Executive
	3.3 Explore opportunities to influence our external stakeholders to drive reconciliation outcomes positively.	Jul 2026	Director, People and Culture Director, Aboriginal Strategy and Engagement
	3.4 Continue to attend quarterly meetings with all of the NSW Government Reconciliation Representatives Working Group. (e.g. Transport NSW, and Aboriginal Networks).	Aug 2026 Nov 2026 Feb 2027 May 2027 Aug 2027 Nov 2027 Feb 2028 May 2028	Lead, Diversity and Inclusion Manager, Aboriginal Strategic Partnerships and Service Design
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Dec 2026	Associate Director, Workplace Relations
	4.2 Continue to promote and implement the Prevention and Management of Unacceptable Workplace Behaviours or Negative Experiences practices.	Dec 2027	Associate Director, Workplace Relations
	4.3 Engage with Aboriginal and Torres Strait Islander employees and/or advisors to consult on our anti-discrimination policy.	Dec 2027	Associate Director, Workplace Relations Support Director, Aboriginal Strategy and Engagement Support Director, People and Culture
	4.4 Educate senior leaders on the effects of racism.	Mar 2028	Associate Director, Workplace Relations Support: Director, People and Culture Support Director, Aboriginal Strategy and Engagement

Respect



HealthShare NSW is committed to fostering a workplace that respects and celebrates Aboriginal and Torres Strait Islander cultures, histories and knowledge. We strive to create opportunities for our employees to learn about and appreciate First Nations cultures through embedding respect and understanding into our activities, events and interactions.

Respect is one of NSW Health's CORE values which HealthShare NSW follows and honours. It means we value one another and recognise that everyone has talents, ideas and skills to contribute. This respect extends to the diverse histories, cultures, and knowledge of our First Nations employees, and the invaluable contributions they make to our organisation. By showing respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights, we can improve employee confidence to engage with First Nations colleagues and stakeholders, build a positive and productive workplace environment that also promotes opportunities for growth, and improve employee understanding and appreciation for First Nations protocols and languages. A positive and respectful workplace also leads to delivering better quality services to the people of NSW that we help care for across the health system each and every day.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 In consultation with Aboriginal peoples and organisations, including priority population groups, conduct a review of HealthShare NSW's cultural learning needs and identify opportunities to evaluate, refresh and promote learning delivery in partnership with Aboriginal and Torres Strait Islander peoples and organisations.	Sept 2026	Manager, Aboriginal Strategic Partnerships and Service Design Lead, Diversity and Inclusion
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Aug 2026	Director, Aboriginal Strategy and Engagement Manager Aboriginal Strategic Partnerships and Service Design
	5.3 Review, update and communicate the revised cultural learning strategy document for our employees.	Dec 2027	Manager, Aboriginal Strategic Partnerships and Service Design Lead, Diversity and Inclusion
	5.4 Provide opportunities for leaders and employees to participate in formal and structured cultural learning that builds on Respecting the Difference Aboriginal Cultural Training.	Dec 2026	Manager, Aboriginal Strategic Partnerships and Service Design

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing and implementing cultural protocols.	6.1 Increase employee understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country.	Nov 2026	Manager, Aboriginal Strategic Partnerships and Service Design
	6.2 Continue to revise and distribute materials to employees on delivering a meaningful Acknowledgement of Country and protocols for Welcome to Country.	Nov 2026	Manager, Aboriginal Workforce
	6.3 Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings.	Nov 2026	Director, People and Culture Director, Aboriginal Strategy and Engagement
	6.4 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jun 2027	Director, Aboriginal Strategy and Engagement
	6.5 Encourage all employees to utilise the resources available on the intranet/internet to identify the Traditional Lands where they are living and working on.	Nov 2026	Director, People and Culture Director, Aboriginal Strategy and Engagement
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RWG to participate in an external NAIDOC Week event.	First week in July 2026 and 2027	Director, People and Culture Director, Aboriginal Strategy and Engagement
	7.2 Review HR policies and procedures to remove any barriers for employees to participate in NAIDOC Week.	Jun 2027 and 2028	Associate Director, Workplace Relations Manager, Aboriginal Workforce
	7.3 Distribute Ministry of Health directive to Aboriginal and Torres Strait Islander employees notifying them of their rights to attend NAIDOC events in the community.	Aug 2026	Manager, Aboriginal Workforce
	7.4 Promote and encourage participation in external NAIDOC events for all employees.	First week in Jul 2026 and 2027	Director, People and Culture Director, Aboriginal Strategy and Engagement

Action	Deliverable	Timeline	Responsibility
8. Increase cultural capability	8.1 Deliver Cultural Capability sessions to build cultural understanding of Aboriginal and Torres Strait Islander peoples - Aboriginal workforce - Aboriginal Health Impact Statements - Aboriginal 8 ways of learning - Aboriginal social and emotional wellbeing - Aboriginal languages - Panel yarn	Dec 2026	Manager, Aboriginal Strategic Partnerships and Service Design
	8.2 Raise awareness of cultural capability session using different communication channels	Dec 2026	Manager, Aboriginal Strategic Partnerships and Service Design Senior Manager, Communications
9. Embed culturally informed decision-making through the Aboriginal Health Impact Statements	9.1 Build capability of senior leaders and relevant employees and apply the Aboriginal Health Impact Statement (AHIS) to priority projects, policies, and service changes across HealthShare NSW, supported by ongoing guidance, engagement and implementation support.	Dec 2026	Manager, Aboriginal Strategic Partnerships and Service Design

Opportunities



HealthShare NSW is committed to creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples through targeted employment pathways, professional development programs, and inclusive procurement practices. These opportunities empower our employees to grow in skills and confidence, while enriching our organisation with diverse perspectives at every level. As First Nations peoples advance and take on leadership roles, they inspire others to serve as role models within our workforce. This progression will help support self-identity, strengthen cultural identity and create a workplace where people feel connected, motivated and willing to stay.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	10.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jul 2026	Manager, Aboriginal Workforce
	10.2 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Jul 2026	Manager, Aboriginal Workforce
	10.3 Assess opportunities and determine the most suitable options to educate the HealthShare NSW workforce on how health justice and equity interact with the specific needs of priority population groups, including Aboriginal and Torres Strait Islander peoples.	Aug 2026	Manager, Aboriginal Workforce
	10.4 Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy. (e.g. Town Halls, Employee Network).	Sep 2026	Manager, Aboriginal Workforce
	10.5 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Oct 2026	Lead, Sourcing and Talent Manager, Aboriginal Workforce
	10.6 Review HR and recruitment procedures and policies to remove any barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2026	Associate Director, Workplace Relations Manager Aboriginal Workforce
	10.7 Embed and continuously develop both internal and external Aboriginal Talent Pools that provide employment opportunities and career pathways for Aboriginal and Torres Strait Islander peoples. The talent pools will be developed by the Aboriginal Workforce Unit and supported by the Sourcing and Talent team ensuring clear processes and promotion across the organisation as well as externally to HealthShare NSW.	Jul 2026	Manager, Aboriginal Workforce
	10.8 Educate recruitment, hiring managers and other relevant employees on identified and targeted roles and the opportunities to fill positions under GSE rule 26.	Feb 2027	Manager, Aboriginal Workforce

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1 Continue to follow the NSW Government Aboriginal Procurement Policy which sets • targets to spend with Aboriginal businesses and regularly report progress against these targets, and • standards to help remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jul 2026 Jul 2027	Executive Director, Procurement and Supply Chain and Chief Procurement Officer Director, Aboriginal Strategy and Engagement
	11.2 Actively promote opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses by sharing the Aboriginal Procurement Policy across internal and external channels, including the intranet and internet.	Dec 2026	Executive Director, Procurement and Supply Chain and Chief Procurement Officer
	11.3 Investigate Supply Nation membership and establish a relationship with the NSW Indigenous Chamber of Commerce.	Dec 2026	Executive Director, Procurement and Supply Chain and Chief Procurement Officer
	11.4 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2027	Executive Director, Procurement and Supply Chain and Chief Procurement Officer Director, Aboriginal Strategy and Engagement

Governance



HealthShare NSW is committed to effective governance in the delivery of our Innovate RAP to ensure accountability at all levels. We aim to embed reconciliation into our policies, practices and everyday decisions to create lasting change.

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RWG to drive governance of the RAP.	12.1 Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	Jul 2026	Director, People and Culture Director, Aboriginal Strategy and Engagement
	12.2 Establish and apply a Terms of Reference for the RWG.	Jul 2026	Lead, Diversity and Inclusion Manager, Aboriginal Workforce
	12.3 Establish an Aboriginal Governance Committee (AGC) to provide cultural advice and guidance with Aboriginal Elders' representation. AGC are invited to attend the RWG and all Aboriginal and Torres Strait Islander events quarterly.	Jul 2026	Manager, Aboriginal Strategic Partnerships and Service Design
	12.4 Upon launch of the Innovate RAP, the RWG will meet quarterly to drive and monitor its implementation.	Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027 Mar 2028 Jun 2028	Director, People and Culture, Director, Aboriginal Strategy and Engagement
13. Provide appropriate support for the effective implementation of RAP commitments.	13.1 Define resources to ensure all roles and responsibilities are met for RAP implementation.	Jul 2026	Director, People and Culture Director, Aboriginal Strategy and Engagement
	13.2 Engage our senior leaders and other employees in the delivery of RAP commitments.	Aug 2026	Director, People and Culture Director, Aboriginal Strategy and Engagement
	13.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jul 2026	Lead, Diversity and Inclusion
	13.4 Maintain an internal RAP Champion from senior management to be reviewed annually.	Jul (annually)	Director, People and Culture

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	14.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date and to ensure we do not miss important RAP correspondence.	Jul (annually)	Lead, Diversity and Inclusion
	14.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	Aug (annually)	Lead, Diversity and Inclusion
	14.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sept, (annually)	Lead, Diversity and Inclusion
	14.4 Report RAP progress to all employees and senior leaders quarterly.	Oct 2026 Jan 2027 Apr 2027 Jul 2027 Oct 2027 Jan 2028 Apr 2028	Director, People and Culture Director, Aboriginal Strategy and Engagement
	14.5 Publicly report our RAP achievements, challenges and learnings.	Sep 2026 Sep 2027	Director, People and Culture
	14.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Jul 2026	Lead, Diversity and Inclusion
	14.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jun 2028	Lead, Diversity and Inclusion
15. Continue our reconciliation journey by developing our next RAP.	15.1 Register via Reconciliation Australia's website to begin developing our next RAP.	Apr 2028	Lead, Diversity and Inclusion

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This document was edited, designed and coordinated by HealthShare NSW's People & Culture directorate in collaboration with the Office of the Chief Executive.