

JANUARY 2025 - JANUARY 2027

THE WOMEN'S INNOVATE RECONCILIATION ACTION PLAN



RECONCILIATION
ACTION PLAN

INNOVATE



the women's
the royal women's hospital

OUR VISION FOR RECONCILIATION



The Women's vision for reconciliation is for culturally safe healthcare that is free from racism and united by deep respect for First Nations peoples and their continuing connection to Country – from Birth to Dreaming.





OUR BUSINESS

Founded in 1856, the Women's continues to lead the way in women's and newborn healthcare. We provide specialist care in maternity, neonatal, gynaecology, oncology, reproductive and sexual health services. The hospital serves women in Melbourne as its focus. It also supports women from across Victoria and Australia with specific needs.

We are also a leader and advocate in areas of women's health that have long been overlooked or stigmatised – abortion, endometriosis, family violence, female genital mutilation, menopause, incontinence, mental health disorders, sexual assault and substance use in pregnancy. Our campus in Parkville is on the lands of the Wurundjeri peoples of the Kulin Nations. Our community clinics operate out of Footscray, Strathmore, Brunswick, Craigieburn, Fawkner and Broadmeadows on the lands of the Wurundjeri Woi Wurrung. We also have a partner site in St Kilda on the lands of the Boonwurrung peoples. As a state-wide tertiary hospital, the Women's is a significant provider of education and helps to train the next generation of highly skilled midwives, nurses, obstetricians, neonatologists and other specialists. Expert training also extends into communities with

programs delivered to local hospitals and primary health care services across the state. Internationally, the Women's is recognised for its clinical expertise and excellence in research. Our 10 research areas explore the full spectrum of women's and newborn health. From pioneering IVF technology leading to Australia's first IVF baby in 1980 and, advances in newborn medicine to increase survival rates for sick and premature babies – the Women's is committed to improving the lives of this generation and all who follow. In the 2023 – 2024 financial year we employed 3636 staff, 23 of whom are Aboriginal and/or Torres Strait Islander people. In this third RAP, we continue our commitment to increasing this number and improving Aboriginal and Torres Strait Islander employment and professional development opportunities.

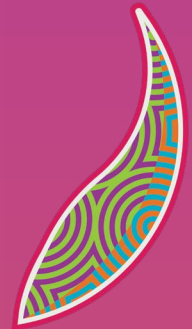


OUR RAP

As a specialist hospital for women and babies, the Women's has a unique and specific role to play in improving health and wellbeing outcomes for Aboriginal and Torres Strait Islander women and babies.

Our Reflect Reconciliation Action Plan helped guide us through the first steps of our reconciliation journey – building our cultural awareness, celebrating and learning more about the world's oldest continuing culture, establishing relationships with Aboriginal and Torres Strait Islander organisations, and putting processes and structures in place to effectively govern our plan. From the beginning, our people have been highly engaged with and committed to the Women's reconciliation journey. This was followed by an ambitious first Innovate RAP. Bi-monthly Reconciliation Action Plan Implantation Committee and other sub working groups were established in early 2020 to ensure everyone could contribute. These sub working groups have continued to evolve, and with participant numbers increasing since first being established.

We fully achieved 57 of the 78 (73%) targets in our first 2022-2024 Innovate RAP. We highlight some of the major achievements below. We also outline some deliverables



MAJOR ACHIEVEMENTS



- Developing a business case to expand and enhance our Caseload Midwifery program, including our Baggarrook program, to increase our capacity to deliver services to Aboriginal and Torres Strait Islander women and babies



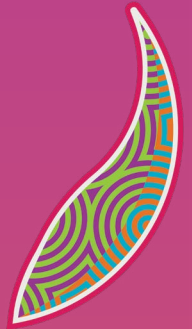
- Our Baggarrook maternity program is 'closing the gap' between health outcomes for First Nations babies and non-Indigenous babies. For example, the number of Aboriginal babies admitted to our Neonatal Intensive Care Unit and Special Care Nursery is decreasing, as less Aboriginal babies are born prematurely and/or at low weight.

As a result of the business case process, we were able to expand and enhance this important program in the following ways:

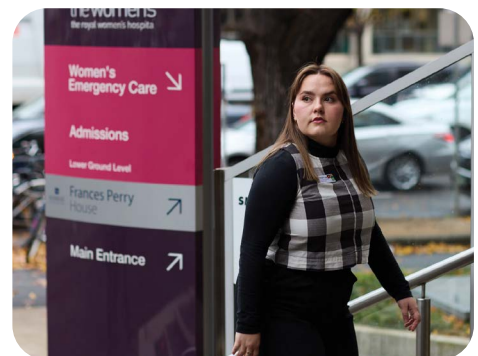
- The Baggarrook midwifery team now has 5.6 full-time midwife roles (an increase from 3.6 full-time roles). Three out of the 5.6 midwives are Aboriginal.
- We have recruited an Aboriginal Social Worker and have a dedicated Obstetrician who work closely with the Baggarrook team, and we have received philanthropic funding for staff debriefing.
- Educating all staff on the effects of racism on colleagues, patients, families, communities the Women's supports, and the wider healthcare system
- In 2024, Aboriginal Cultural Training e-learning became mandatory for all staff at the Women's. This reflects how important it is that we provide a culturally safe environment for all First Nations patients and staff.

We also offer higher levels of cultural training to all staff - Aboriginal Cultural Competency Training and Cultural Safety Workshops (both facilitated by Koorie Heritage Trust).

Our staff can also engage in informal learning and cultural immersion. This includes:



- Aboriginal walking tours
- participation in ceremonies, activities and events, and
- engaging in storytelling through our collection of Aboriginal artwork on display across the hospital.
- 58% of staff have successfully completed the above training as at the end of 2024.
- The Women's partnered with Replanting the Birthing Trees (RBT), Melbourne University an Aboriginal led research project that aims to transform cycles of intergenerational trauma and harm to positive cycles of nurturing and recovery for Aboriginal and Torres Strait Islander parents and babies during the first 2000 days. Redressing intergenerational trauma requires a highly skilled and well supported workforce as well as structural competence in the health system to address complex social and emotional needs. The project emphasises 'safety' in perinatal care, to include cultural safety and social and emotional wellbeing. Over 250 staff completed one day training delivered by RBT. Additionally, 9 staff received additional training as Wellbeing Champions to ensure the on-going sustainability of the project.



DELIVERABLES IN PROGRESS

Twenty-one targets in the RAP are not yet fully achieved. This is due to several reasons with the main being:

- Vacancies in key roles while recruitment occurred. This impacted recruiting additional people onto the Aboriginal Advisory Committee which plays a key role in decision making and guidance.
- We are also working towards addressing the barriers identified with staff 'Asking the Question'. The Reconciliation Action Plan Data Working Group, formed in 2021 have made huge gains in this space and will continue to do so. The group met monthly to develop and implement an action plan to improve how the Women's collects, documents, reports and interprets data on Aboriginal and Torres Strait Islander patients. This work will continue to be a priority in our Innovate Reconciliation Action Plan, so we can better support Aboriginal and Torres Strait Islander women and babies.

Overseeing reconciliation at the Women's' is the Aboriginal Advisory Committee which provides a forum and space where the Women's Board, Management and staff can seek advice and guidance from members of the Aboriginal and Torres Strait Islander community to promote reconciliation and to support and promote culturally safe practices across the hospital. This committee consists of 6 Aboriginal women, two of whom are Elders in the community and convene quarterly.



Aboriginal Advisory Committee members:

Aunty Diane Kerr

Aunty Gina Bundle

Nayuka Gorrie

Jacqueline Watkins

Sapphire Erkekli

Teagan Malcom

Our Innovate RAP Implementation Committee, which consists of three Aboriginal and Torres Strait Islander staff and non-Aboriginal staff, is chaired by the Women's Chief Operating Officer (our Reconciliation Action Plan Champion and Executive Sponsor) and meets bi-monthly. The role of the Innovate RAP Implementation Committee is to support the implementation, monitoring and evaluation of the RAP. Members are responsible for and/or involved in the implementation of specific actions and deliverables. The Women's Innovate Reconciliation Action Plan vision, principles, actions and deliverables were co-created by members of the committee, members of our Reconciliation Working Group and the Women's Senior Leadership team.



Members of the RAP Implementation Committee:

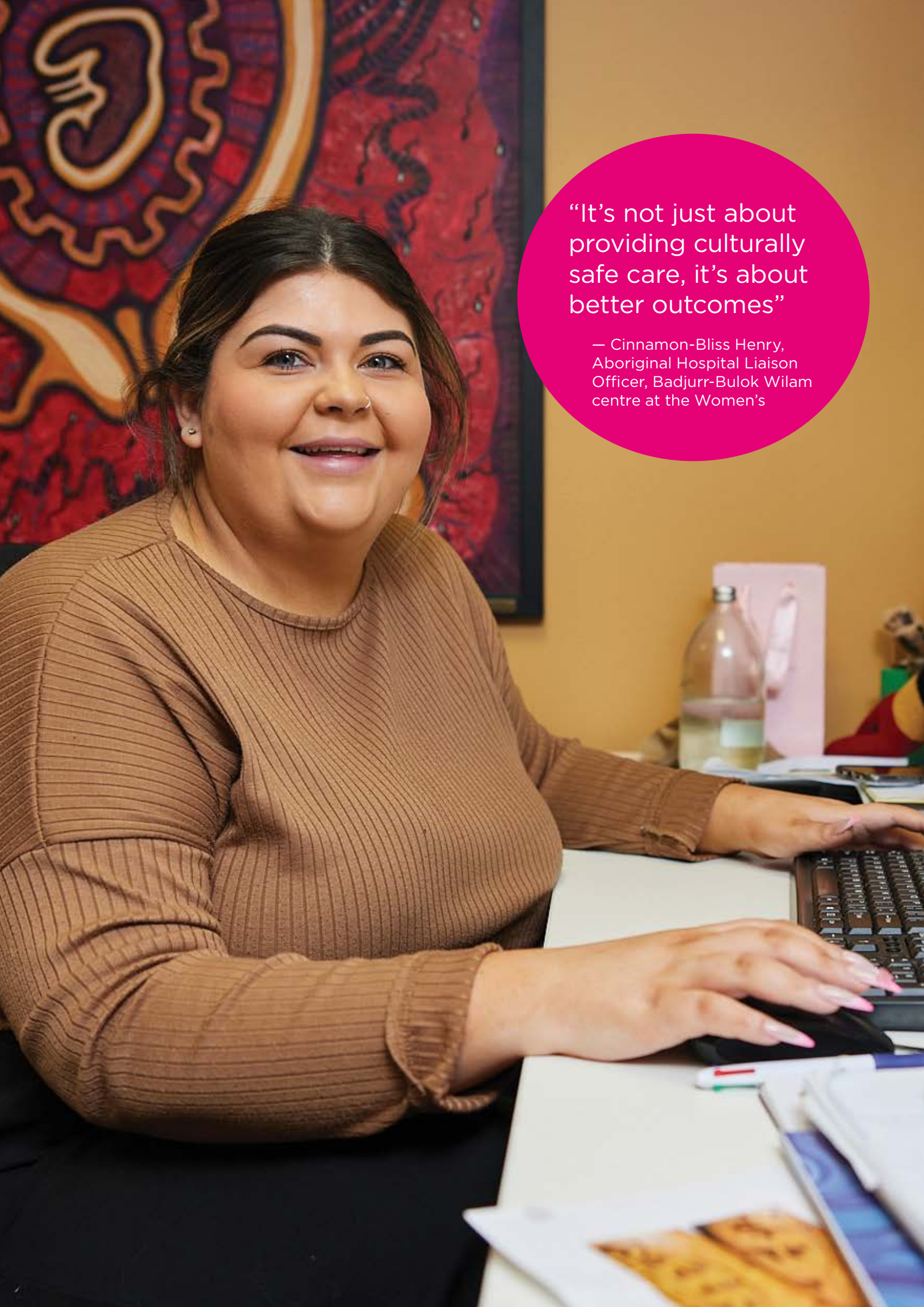
- Chief Operating Officer / Executive Sponsor
- Lead, Badjurr-Bulok Wilam
- Director, Social Model of Health Division
Chair Clinical Working Group
- Director Informatics
Chair Data Working Group
- Research Manager
Chair Research Working Group
- Aboriginal Employment Support Officer
Chair Aboriginal Working Group
- Special Projects Communications Manager
- Director, Maternity Services
Chair Replanting the Birthing Trees
Working Group
- RAP Project Manager,
Chair Wominjeka Working Group

In addition, an Aboriginal Employment Plan Working Group, which is chaired by an Aboriginal staff member and consists of non-Aboriginal staff, supports the implementation of Reconciliation Action Plan employment actions and deliverables. The Wominjeka Working Group continues to meet bi-monthly to support and advise how to make our physical spaces more culturally welcoming for Aboriginal and Torres Strait Islander patients and visitors, this group is made of one Aboriginal staff member four non-Aboriginal staff members. Our Reconciliation Action Plan Data Working Group works to improve how we identify, collect, interpret, report and use patient data; this group has one Aboriginal staff member who attend to provide guidance and advice. There are an additional two Working Groups which were formed in response to the overwhelming interest in the RAP work as well as the ambitious number of additional deliverables in the first RAP. The Clinical Services Working Group, made up of two Aboriginal staff and non-Aboriginal staff is responsible for the coordination and alignment of clinical model of care related to Aboriginal and Torres Strait Islander women, babies and families. The RAP Research Working Groups will be responsible for implementing the marra ngarrgoo, marra goorriis VACCHO Accord to improve ethical standards and guidelines across the hospital.

Reconciliation Action Plan Governance:



● External Committee ● Internal Committees and Groups



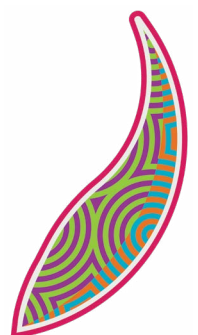
“It’s not just about providing culturally safe care, it’s about better outcomes”

— Cinnamon-Bliss Henry,
Aboriginal Hospital Liaison
Officer, Badjurr-Bulok Wilam
centre at the Women’s

In addition to the above, the Aboriginal Consultation Committee's (ACC) purpose is to streamline requests for cultural consultation, reducing the continuous colonial burden associated with providing cultural knowledge on an ad-hoc basis. The centralisation of Aboriginal only staff consultation allows for a breadth of Aboriginal and Torres Strait Islander voices to be heard. The ACC is not a governing body that intends to provide feedback rather than reaching a quorum.

The Women's has a complex history. In the context of prevailing government policies, the Women's participated in the removal of Aboriginal and Torres Strait Islander babies from their mothers between 1910 and 1970. We recognise these generations of children removed under these policies and institutional practices as the Stolen Generations, and we recognise the significant strength, resilience and resistance of Aboriginal and Torres Strait Islander families and communities. On National Sorry Day 2008, the Women's former Chief Executive Officer, Dale Fisher made a formal apology on behalf of the Board and staff to the Stolen Generations, and First Nations women and their families for the hospital's past policies and practices. The following apology was in recognition of this history and offered with sincere regret for the past and continued trauma, loss and grief that it has caused Aboriginal and Torres Strait Islander communities. The apology played a significant role in the hospital in terms of truth telling and ensuring staff were able to have a greater understanding as to why culturally safe practice is imperative.

The Women's continues to ensure that significant dates such as National Sorry Day and Reconciliation Week are acknowledged with cultural emersion including Welcome to Country performed by a Traditional Owner, truth telling and performances by Aboriginal Artists. The Women's also celebrates NAIDOC Week annually with an all-staff morning tea and activities which promote the understanding of Traditional Lands and showcasing the work Aboriginal staff and programs, in line with the theme of the year.





“Reconciliation is more than words – it’s action. We remain committed to creating a culturally safe space. Where Aboriginal and Torres Strait Islander patients, families, and staff feel supported, respected, and empowered.

Together, we strive for a future grounded in respect, equity, and healing.”

Lisa Lynch, Chief Operating Officer and Executive Sponsor of Innovate RAP.

OUR HISTORY

On behalf of staff, past and present, of the Royal Women’s Hospital I say sorry for the suffering and hurt of the Stolen Generations, their descendants and the families left behind. I make this apology to Aboriginal women and their children, their husbands, their partners, cousins, aunts and uncles, who suffered as a result of the policies and practices conducted at this hospital. I apologise for the actions, which caused needless anguish, guilt and confusion and has left a legacy of anger and pain, as well as distrust of the hospital. There is no more fitting time, as we leave the site where these practices occurred, to acknowledge that whatever the intention of staff, the severing of that most deepest of bonds, between a mother and her baby, has had cruel and lasting consequences for Aboriginal women and their families. I hope that this apology can be accepted by the Aboriginal community that an honest reckoning can become the basis of a new relationship between the Women’s and our Aboriginal community, which builds trust, confidence, health and wellbeing.

— Dale Fisher, the Women’s former CEO, 26 May 2008.



RELATIONSHIPS

Creating healthier futures for women and babies declares our aspiration to be impactful beyond the confines of our hospital, ambitious in our pursuit of change, and deliberate in our approach to partnering with and listening to the varied and powerful voices of women. In order to help achieve this aspiration, the Women's is committed to strong, reciprocal relationships and partnerships with Aboriginal and Torres Strait Islander communities, Elders and organisations. We are acutely aware that to improve health outcomes and achieve health equity for Aboriginal and Torres Strait Islander peoples, we must build strong, genuine and meaningful relationships with communities. It is only through these relationships and partnering with and listening to what Aboriginal and Torres Strait Islander communities tell us, that we will be able to provide culturally inclusive, responsive and respectful health care and a culturally safe workplace in order to improve equitable access to healthcare and wellbeing.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	April 2025	RAP Project Manager
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	RAP Project Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 & May 2026	Chief Communications Officer
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025 and 2026	Chief Operating Officer
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025 & May 2026	Chief Communications Officer
	• Organise at least one NRW event each year.	27 May- 3 June, 2025 & 2026	Chief Communications Officer
	• Register all our NRW events on Reconciliation Australia's NRW website .	May 2025 and 2026	RAP Project Manager

3. Promote reconciliation through our sphere of influence.

<ul style="list-style-type: none"> • Review, update if required and continue to implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	May 2025 & May 2026	Chief Communications Officer
<ul style="list-style-type: none"> • Communicate our commitment to reconciliation publicly. 	27 May- 3 June, 2025 and 2026	Chief Operating Officer
<ul style="list-style-type: none"> • Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	November 2025	RAP Project Manager
<ul style="list-style-type: none"> • Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	April 2025	RAP Project Manager

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

<ul style="list-style-type: none"> • Embed anti-discrimination provisions into standard PPX/PCW policy and procedure review cycle, aligned with the Respectful Workplace Behaviours framework and cultural protocols. Identify future needs in this area. 	June 2025	Director Workforce Planning and Business Partnerships
<ul style="list-style-type: none"> • Develop, implement, and communicate an anti-discrimination policy for our organisation. 	November 2025	Director People and Patient Experience
<ul style="list-style-type: none"> • Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	March 2025	Director People and Patient Experience
<ul style="list-style-type: none"> • Educate senior leaders on the effects of racism. 	June 2025	Director People and Patient Experience

RESPECT

The Women's recognises and respects the fundamental significance of cultural traditions, beliefs, kinship and connection to Country for the health and wellbeing of Aboriginal and Torres Strait Islander people. We also recognise that we have varying skills and knowledge about working in a culturally sensitive way across the organisation. We will support our staff to increase their understanding through cultural learning, so we are better able to demonstrate our respect for Aboriginal and Torres Strait Islander perspectives, protocols and cultural customs. This is important as it will enable the Women's to be a culturally safe and supportive workplace and provide culturally safe and respectful care.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	May 2025	Director People and Patient Experience
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	August 2025	Director People and Patient Experience
	<ul style="list-style-type: none"> Implement communicate and review the cultural learning strategy document for our staff. 	February 2026	Director People and Patient Experience
	<ul style="list-style-type: none"> Ensure RAP Working Group members, members of PCW/PPX and key leadership staff participate in formal and structured cultural structured learning. 	June 2025 and 2026	Director People and Patient Experience
	<ul style="list-style-type: none"> Develop and implement a new Wominjeka Strategy to ensure branding uniformity across the hospital incorporating local Woi wurrung language with permission. 	June 2025	RAP Project Manager
	<ul style="list-style-type: none"> Internally and externally recognise Aboriginal and Torres Strait Islander dates of significance including National Sorry Day, National Reconciliation Week and National Aboriginal and Torres Strait Islander Children's Week and Ochre Ribbon Week, Invasion Day / Survival Day / Day of Mourning. 	June and August 2025 & 2026	Chief Communications Officer
	<ul style="list-style-type: none"> Implement the marra ngarrgoo, marra goorriis VACCHO Accord to improve ethical standards and guidelines across the hospital. 	July 2025	Research Manager

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

<ul style="list-style-type: none"> • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	June 2025 and 2026	Director People and Patient Experience
<ul style="list-style-type: none"> • Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	July 2026 and 2026	Director People and Patient Experience
<ul style="list-style-type: none"> • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	May 2025 and May 2026	Chief Communications Officer
<ul style="list-style-type: none"> • Include an Acknowledgement of Country or other appropriate protocols at the commencement of organisation-wide all staff forums and sustain staff awareness that an Acknowledgement of Country must be provided at other important meetings. 	May 2025 and 2026	Chief Communications Officer

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

<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2025 and 2026	Chief Communications Officer
<ul style="list-style-type: none"> • Review policies and procedures to remove barriers to staff participating in all Cultural and Ceremonial Events and Celebrations, including NAIDOC Week. 	January 2025 and January 2026	Director People and Patient Experience
<ul style="list-style-type: none"> • Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2025 and 2026	Chief Communications Officer

OPPORTUNITIES

The Women's is committed to increasing opportunities for meaningful employment and equity in health, wellbeing and economic outcomes for Aboriginal and Torres Strait Islander peoples and businesses. As an employer and health service, we recognise that there are many opportunities and ways for us to partner with our patients, staff, suppliers and partners, to improve access to our services, increase supplier diversity and increase participation in employment.

ACTION	DELIVERABLE	TIMELINE	
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Review the current Aboriginal and Torres Strait Islander staffing to inform employment and professional development opportunities. 	March 2025 and 2026	Director Workforce Planning and Business Partnerships
	<ul style="list-style-type: none"> Consult with Aboriginal and Torres Strait Islander staff to inform on our recruitment, retention, and professional development strategy. 	February 2026	Director Workforce Planning and Business Partnerships
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	March 2025	Director Workforce Planning and Business Partnerships
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	February 2026	Director Workforce Planning and Business Partnerships
	<ul style="list-style-type: none"> Continue to implement and conduct a review of the Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. Evaluate and reflect on success and opportunities to inform future projects. 	September 2025	Director Workforce Planning and Business Partnerships

<p>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	January 2026	Procurements and Contract Officer
	<ul style="list-style-type: none"> • Investigate Supply Nation membership. 	February 2026	Procurements and Contract Officer
	<ul style="list-style-type: none"> • Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	June 2025	Procurements and Contract Officer
	<ul style="list-style-type: none"> • Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	August 2025	Procurements and Contract Officer
	<ul style="list-style-type: none"> • Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	April 2026	Procurements and Contract Officer
<p>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>Expand routine Quality and Safety reporting at least annually to include the following performance indicators recommended by National Safety and Quality Health Service Standards:</p> <ul style="list-style-type: none"> • Indigenous status (includes babies who identify as Aboriginal and/or Torres Strait Islander people with non-Indigenous mothers) • Capture the measurement gap between the number of Aboriginal and/or Torres Strait Islander patients who discharged against medical advice compared to non-Indigenous patients • Capture the measurement gap between the number of Aboriginal and/or Torres Strait Islander patients who 'did not wait' presenting to hospital against emergency departments non-Indigenous patients. • Continue to capture birth weight of Aboriginal and Torres Strait Islander newborns. 	December 2025	Director Informatics
	<ul style="list-style-type: none"> • Identify the most appropriate way for all data to be captured across on all Child Protection notifications for analysis to improve equitable outcomes for patients and their families. 	June 2025	Director of Social Model of Health

GOVERNANCE

The Women's is committed to increasing opportunities for meaningful employment and equity in health, wellbeing and economic outcomes for Aboriginal and Torres Strait Islander peoples and businesses. As an employer and health service, we recognise that there are many opportunities and ways for us to partner with our patients, staff, suppliers and partners, to improve access to our services, increase supplier diversity and increase participation in employment.

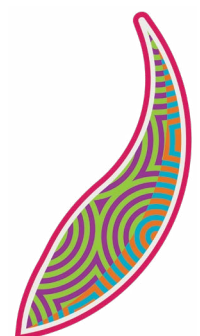
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	March, June, August, November & 2025	Chief Operating Officer
	<ul style="list-style-type: none"> Conduct a review annually on the Terms of Reference for the Innovate RAP Implementation Committee and update as required. 	April 2025 April 2026	Chief Operating Officer
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	February, May, July & October 2025	Chief Operating Officer
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	April 2025 April 2026	Chief Operating Officer
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	June 2025 and 2026	Chief Operating Officer
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	June 2025 and 2026	RAP Project Manager
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	April 2025	Chief Operating Officer

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

<ul style="list-style-type: none"> • 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	RAP Project Manager
<ul style="list-style-type: none"> • Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August annually	RAP Project Manager
<ul style="list-style-type: none"> • Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September annually	RAP Project Manager
<ul style="list-style-type: none"> • Report RAP progress to all staff and senior leaders quarterly. 	February, May, July & October 2025 February, May, July, October 2026	Chief Communications Officer
<ul style="list-style-type: none"> • Publicly report our RAP achievements, challenges and learnings, annually. 	December 2025 and 2026	Chief Communications Officer
<ul style="list-style-type: none"> • Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	April 2026	RAP Project Manager
<ul style="list-style-type: none"> • Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	January 2027	RAP Project Manager

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

<ul style="list-style-type: none"> • Register via Reconciliation Australia's website to begin developing our next RAP. 	July 2026	RAP Project Manager
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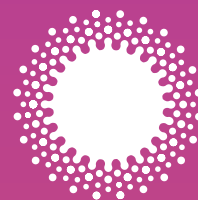


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