



**THE WOMEN'S
REFLECT
RECONCILIATION
ACTION PLAN**

February 2020 - May 2021



the women's
the royal women's hospital

ACKNOWLEDGMENT OF TRADITIONAL OWNERS

The Royal Women's Hospital acknowledges and pays respect to the peoples of the Kulin Nations, the Traditional Owners of the Country on which our sites at Parkville and Sandringham stand and we pay our respects to their Elders past, present and emerging.

The Women's is committed to improving health equity for Aboriginal and Torres Strait Islander women, children and families and we recognise the fundamental significance of cultural traditions, beliefs and connection to Country for the health and wellbeing of Aboriginal and Torres Strait Islander peoples. We acknowledge the importance of kinship and family structures as a cohesive force that binds Aboriginal and Torres Strait Islander peoples and we recognise their cultures, community connection, and self-determination as critical protective factors for wellbeing.

We would also like to acknowledge and thank Lorraine Parsons, Vicki Couzens and Aunty Carolyn Briggs who reviewed and provided cultural advice on our Reconciliation Action Plan.

ARTWORK STORY

The Women's Reflect RAP features an original design by Marcus Lee, creative director of Marcus Lee Design – a creative agency certified by Supply Nation.

Developed in close consultation with the Women's Reconciliation Working Group, patients and staff, the artwork represents a female figure whose uplifted arms are a celebration of empowerment and resilience. Manna gum leaves symbolise strength of culture and connection to families and communities. The six circular forms surrounding the figure represent the values of Trust, Safety, Inclusiveness, Empowerment, Commitment and Connection. The central circular form within the figure is a symbol of the Women's as the meeting place for the care and protection of all Aboriginal and Torres Strait Islander patients, their families and staff at the Women's.



FOREWORD

We are pleased to present the Royal Women's Hospital's Reflect Reconciliation Action Plan.

The Women's is Victoria's largest specialist hospital dedicated to improving the health and wellbeing of women and newborns. We proudly acknowledge that our two services in Parkville and Sandringham stand on the lands of the Wurundjeri and Boonwurrung peoples of the Kulin Nation.

The Women's Reflect Reconciliation Action Plan is underpinned by our genuine commitment to promote reconciliation by building relationships, respect and trust between the Women's and Aboriginal and Torres Strait Islander women, their families, our staff and their communities.

The Women's commitment to reconciliation is all the more important, given our hospital's past policies and practices and our role in the Stolen Generations, which saw the forced removal of Aboriginal and Torres Strait Islander babies from their mothers. It is with sincere regret that we apologise for the continued trauma, loss and grief we have caused Aboriginal and Torres Strait Islander women, their families, kinship and communities, as we ensure that the wrongs of the past are never repeated.

We stand together with Aboriginal and Torres Strait Islander peoples with the vision of working together to promote the health, safety and wellbeing of Aboriginal and Torres Strait Islander women, babies, their families and communities.

This plan is structured around Reconciliation Australia's framework of relationships, respect and opportunities. To advance action on these three core pillars, we will:

- Promote culturally safe practices across our organisation to ensure Aboriginal and Torres Strait Islander women and babies receive high quality, accessible, and culturally appropriate care
- Strengthen our relationships with Aboriginal and Torres Strait Islander women, communities, Elders and organisations
- Increase and improve Aboriginal and Torres Strait Islander employment opportunities at the Women's
- Increase our organisational understanding of Aboriginal and Torres Strait Islander histories, cultures, customs, and identities.

It is our hope that we strengthen respect, trust and positive relationships between the Women's and Aboriginal and Torres Strait Islander peoples, and contribute to the national vision of a just, equitable and reconciled Australia.



A handwritten signature in black ink that reads "Sue Matthews".

Dr Sue Matthews
Chief Executive Officer



A handwritten signature in black ink that reads "Lisa Lynch".

Lisa Lynch
Chief Operating Officer
RAP Executive Sponsor

OUR BUSINESS

The Women's is a Victorian specialist hospital dedicated to improving the health and wellbeing of women and newborns. For more than 160 years, we have led advocacy to advance women's health and remain committed to a social model of health. We are a state-wide tertiary hospital for women and newborns with complex needs, as well as a local maternity hospital for women who live in Melbourne's inner city and around Sandringham.

We provide maternity, neonatal, gynaecology and women's cancer care at our purpose built hospital in Parkville, Melbourne. Since 2013, we have provided maternity and gynaecology services at Sandringham Hospital. The two sites where we provide services are located on the lands of the Traditional Owners of the Wurundjeri and Boonwurrung peoples of the Kulin Nations, with our primary catchment including the local government areas of Maribyrnong, Melbourne, Mooney Valley, Moreland, Port Phillip, Stonnington, Yarra, and Hobsons Bay.

The Women's strategic goal is that our patients and consumers are at the heart of everything we do. As part of this commitment, we have a number of organisational policies that provide priority of access from across Australia to Aboriginal and Torres Strait Islander women and women with Aboriginal and Torres Strait Islander babies who seek our care.

OUR STAFF

The Women's employs 2,532 staff, of which 88 per cent are women. We are proud to employ 18 Aboriginal and Torres Strait Islander staff in a range of clinical roles, including nurses, midwives and allied health professionals.



OUR RECONCILIATION ACTION PLAN

The Women's Reconciliation Action Plan strengthens our commitment to close the gap in health outcomes, and most importantly, work to ensure that Aboriginal and Torres Strait Islander women and babies achieve optimal health and wellbeing.

The plan aims to:

- Promote culturally safe practices across our organisation to ensure Aboriginal and Torres Strait Islander women and babies receive high quality, accessible, and culturally appropriate care
- Strengthen our relationships with Aboriginal and Torres Strait Islander women, communities, Elders and organisations
- Increase and improve Aboriginal and Torres Strait Islander employment opportunities at the Women's
- Increase our organisational understanding of Aboriginal and Torres Strait Islander histories, cultures, customs, and identities.

The Women's Reconciliation Action Plan is overseen by a Reconciliation Working Group, which consists of Aboriginal and non-Indigenous staff and is chaired by the Women's Chief Operating Officer (see Appendix for the governance structure and working group membership). It is our intent to establish an Aboriginal Advisory Committee that consists of Aboriginal and Torres Strait Islander women to oversee the implementation of the plan.

OUR VISION

Working together to promote the health, safety and wellbeing of Aboriginal and Torres Strait Islander women, babies, their families and communities.

OUR PRINCIPLES

Self-determination

Advance Aboriginal and Torres Strait Islander peoples' right of self-determination, to determine their political status, and pursue their economic, social and cultural interests

Historical acceptance

Integrate understandings of and acknowledge past laws, practices and policies that have deeply affected Aboriginal and Torres Strait Islander peoples and promote a future built on truth, justice and healing

Relationships and partnerships

Promote strong, reciprocal relationships and partnerships with Aboriginal and Torres Strait Islander women, communities, Elders, and Aboriginal Community Controlled Health Organisations, and with our partners, including those in the Parkville Precinct

Cultural respect and safety

Create a culturally safe and respectful environment for women, families and staff, via a culturally competent workforce, and by celebrating and respecting Aboriginal and Torres Strait Islander histories, cultures, customs, and identities

Holistic approach to healthcare

Provide healthcare that recognise the diversity and breadth of concepts of health across Aboriginal and Torres Strait Islander communities – that includes mental, physical, cultural and spiritual wellbeing – and is interconnected with kinship, community, traditional knowledge, traditional healing, and Country

Health equity

Promote health equity to ensure Aboriginal and Torres Strait Islander communities attain optimal health and wellbeing

Community owned and led

Support Aboriginal and Torres Strait Islander community-led and owned initiatives and solutions

Culturally appropriate healthcare

Provide culturally appropriate, accessible, integrated and sustainable healthcare that is responsive to the cultural norms and values of Aboriginal and Torres Strait Islander women and babies

Evidence and strength-based approaches

Develop strength-based, evidence-informed models of care, such as Aboriginal Birthing on Country Maternity Care

Indigenous knowledge

Promote Indigenous ways of knowing and understanding the world that are embedded in community practices, languages, rituals and relationships

OUR PARTNERSHIPS AND CURRENT ACTIVITIES

Working in partnership to close the gap in Aboriginal and Torres Strait Islander health outcomes

The Women's has a number of partnerships with Aboriginal Community Controlled Organisations that include the Victorian Aboriginal Health Service (VAHS) and Victorian Aboriginal Community Controlled Health Organisation (VACCHO). The Women's, Peter MacCallum Cancer Centre, the Royal Children's Hospital, and the Royal Melbourne Hospital work in partnership as part of the Parkville Precinct Aboriginal Health Working Group. This partnership aims to increase the provision of culturally inclusive, responsive and respectful health services across the precinct, host joint reconciliation events, and work to progress the common goal of establishing a Parkville Precinct Aboriginal Health Directorate.

Badjurr-Bulok Wilam

The Women's Badjurr-Bulok Wilam – meaning 'home of many women' in Woiwurrung the language of the Wurundjeri people – provides support and advocacy for Aboriginal and Torres Strait Islander women and babies. This program offers women cultural support that includes access to hospital services, information and referral to specialist and community services, and practical assistance, such as support with accommodation, transport and planning for hospital discharge.

Graduate and Cadetship Program

The Women's strives to advance employment opportunities for Aboriginal and Torres Strait Islander peoples through a number of dedicated programs. These include the Graduate Nurse and Midwifery Program, Victorian Aboriginal Nursing and Midwifery Cadetship Program, Victorian Aboriginal Allied Health Cadetship Program, transition to specialty practice programs, and priority clinical placement for nursing and midwifery students.

These programs collaborate with cadets to identify their professional development goals and offers additional supports, including assistance with application processes, scholarship opportunities, culturally appropriate support, and professional and peer development activities. Following the programs, cadets are encouraged to maintain contact with the Women's, and often mentor new cadets.

Baggarook Caseload Midwifery Program

The Women's in partnership with VACCHO, LaTrobe University and three Victorian public hospitals is providing Aboriginal and Torres Strait Islander women with greater access to Caseload midwifery care, considered the 'gold standard' of maternity care during their pregnancy and child birthing experience.

Since the Baggarook Caseload Program began in March 2017, more than 170 Aboriginal and Torres Strait Islander women have received one-to-one midwifery care, compared to six in the preceding three years. The program aims to increase access to this model of midwifery care and improve the health outcomes for Aboriginal and Torres Strait Islander women and their babies.

Koori Maternity Services: Maternity Update Program

The Women's Koori Maternity Services Maternity Update Program is a one-day workshop that aims to equip Koori Maternity Services' midwives and Aboriginal Health Workers with the knowledge to provide clinically safe and culturally appropriate antenatal care for women in the community. The program, developed in collaboration with Victorian Koori Maternity Services Midwives, supports Aboriginal and Torres Strait Islander families through pregnancy and childbirth and increases maternity care providers' knowledge about maternity care.

Cultural Safety in Maternity and Newborn Emergencies Program

The Maternity and Newborn Emergencies Program is a collaboration between the Women's and the Royal Children's Hospital that delivers state-wide emergency management training to rural and regional hospitals. Each workshop includes a core module on Aboriginal and Torres Strait Islander health in the maternity setting, delivered in partnership with local Koori Maternity Services, Aboriginal Hospital Liaison Officers and Aboriginal Community Co-operatives. The program aims to improve clinicians' competence, confidence, knowledge and skills to provide culturally appropriate care for Aboriginal and Torres Strait Islander women and babies in an unexpected maternity and perinatal emergency in a rural or regional maternity service.

You and Your Boorai

Aboriginal and Torres Strait Islander communities value, respect and care for mothers and boorais. *You and Your Boorai: Taking Care During Pregnancy* is a resource developed by the Women's in partnership with VAHS, VACCHO, Njernda Aboriginal Corporation and Echuca Regional Health for Aboriginal and Torres Strait Islander women and their families who are affected by alcohol and other drugs. *You and Your Boorai* aims to empower Aboriginal and Torres Strait Islander women with relevant information, advice and references to ensure they receive the support they need to have a healthy pregnancy and baby. The project was funded by the Victorian Government's Koolin Balit Aboriginal health strategy.

Treaty in Victoria

Victoria is the first Australian State or Territory to commit to negotiating a Treaty with its First Peoples. Treaty is a negotiated agreement that will formally recognise and celebrate Aboriginal Victorians' unique status, rights and cultures and promotes reconciliation, fosters shared pride in Aboriginal cultures, and assists in healing past injustices. In recognition of the importance of Treaty, the Women's supported our Program Coordinator Badjurr-Bulok Wilam, Aboriginal Hospital Liaison Unit, Gina Bundle to participate in the Treaty consultation process with the Victorian Treaty Advancement Commissioner, Jill Gallagher AO.

Culturally significant events

The Women's holds annual cultural events to celebrate the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples, and acknowledge and commemorate past injustices to promote healing and reconciliation. This includes events to mark NAIDOC Week, National Reconciliation Day and National Sorry Day.



OUR HISTORY

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, as well as 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.

"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, aunties 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

The Women's is committed to the development of strong, reciprocal relationships with Aboriginal and Torres Strait Islander communities, Elders and organisations. Building strong, genuine and meaningful relationships with Aboriginal and Torres Strait Islander communities is integral to a culturally inclusive, responsive and respectful health service that will achieve improved health outcomes for Aboriginal and Torres Strait Islander women and babies.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2020	Social Worker Women's Alcohol and Drug Service
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2020	Director Strategic Engagement, Advocacy and Innovation
	Develop a procedure for staff that outlines principles for engagement, consultation and collaboration with Aboriginal Community Controlled Health Organisations, services and communities.	March 2020	Director Strategic Engagement, Advocacy and Innovation
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2020 & 2021	Chief Communications Officer
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2020	Chief Communications Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2020	Chief Communications Officer
	Hold a National Sorry Day event to acknowledge and pay respect to members of the Stolen Generations.	26 May 2020, 26 May 2021	Chief Communications Officer
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff, patients, and external stakeholders and partners.	June 2020	Chief Communications Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2020	Director Allied Health and Clinical Support Services
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2020	Director Allied Health and Clinical Support Services
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2020	Director People, Culture and Wellbeing
	Review human resource policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2020	Director People, Culture and Wellbeing

RESPECT

The Women's is committed to providing care to Aboriginal and Torres Strait Islander women and babies in a way that respects their cultures, identities and the collective and individual rights as First Peoples. We demonstrate our respect for Aboriginal and Torres Strait Islander perspectives, protocols and cultural customs by strengthening our organisational knowledge and awareness, practices and behaviours, and relationships with our patients, consumers, their families and communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2020	Director People, Culture and Wellbeing
	Conduct a review of cultural learning needs within our organisation.	August 2020	Director People, Culture and Wellbeing
	Deliver cultural awareness and cultural competency training to Women's staff and volunteers via e-learning and in partnership with Aboriginal Community Controlled Health Organisations.	May 2021	Director People, Culture and Wellbeing
Design and deliver culturally appropriate services for Aboriginal and Torres Strait Islander women.	Support Aboriginal and Torres Strait Islander led review and design of new services and models of care.	May 2021	Director Strategic Engagement, Advocacy and Innovation
	Deliver the Strengthening Cultural Safety of Family Violence Services Project that includes developing an Aboriginal and Torres Strait Islander family violence and sexual assault action plan.	June 2020	Director Prevention of Violence Against Women
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop staff understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	May 2021	Program Coordinator Badjurr-Bulok Wilam, Aboriginal Hospital Liaison Unit
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2021	Program Coordinator Badjurr-Bulok Wilam, Aboriginal Hospital Liaison Unit
Create a culturally welcoming physical environment for Aboriginal and Torres Strait Islander peoples.	Develop a business case to create a more welcoming and inclusive environment in public areas of the hospital through culturally appropriate imagery, art, and acknowledgement plaques.	June 2020	Chief Communications Officer
	Develop a business case to create more welcoming and inclusive clinical areas for patients and families through culturally appropriate imagery, art, signage and acknowledgement plaques.	December 2020	Chief Operating Officer
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other significant events.	Raise awareness and share information among our staff about the meaning of NAIDOC Week.	July 2020	Chief Communications Officer
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2020	Chief Communications Officer
	RAP Working Group to participate in a NAIDOC Week event.	July 2020	RAP Working Group members
	Hold a Women's Grand Round to celebrate NAIDOC Week.	July 2020	Chief Communications Officer

OPPORTUNITIES

The Women's is committed to ensuring that Aboriginal and Torres Strait Islander women, children and communities can participate equally in a range of life opportunities, including access to healthcare and meaningful employment. Central to our reconciliation efforts, is increasing opportunities and equity in health outcomes for Aboriginal and Torres Strait Islander women and newborns.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2020	Director People, Culture and Wellbeing
	Build an understanding of the current needs of Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2020	Director People, Culture and Wellbeing
	Deliver the Women's Aboriginal Employment Plan.	May 2021	Director People, Culture and Wellbeing
	Recognise and respond to the cultural support and supervision needs of staff working in Aboriginal and Torres Strait Islander specific programs.	June 2020 and review annually	Director Allied Health and Clinical Support Services
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2020	Chief Operating Officer
	Investigate Supply Nation membership.	May 2020	Social Worker Women's Alcohol and Drug Service
Support Treaty and First Nations Peoples right to self-determination.	Communicate to staff the work of Treaty, the Victorian Treaty Advancement Commission, and the First Peoples' Assembly of Victoria.	June 2020 and ongoing	Chief Communications Officer and Program Coordinator Badjurr-Bulok Wilam, Aboriginal Hospital Liaison Unit

GOVERNANCE

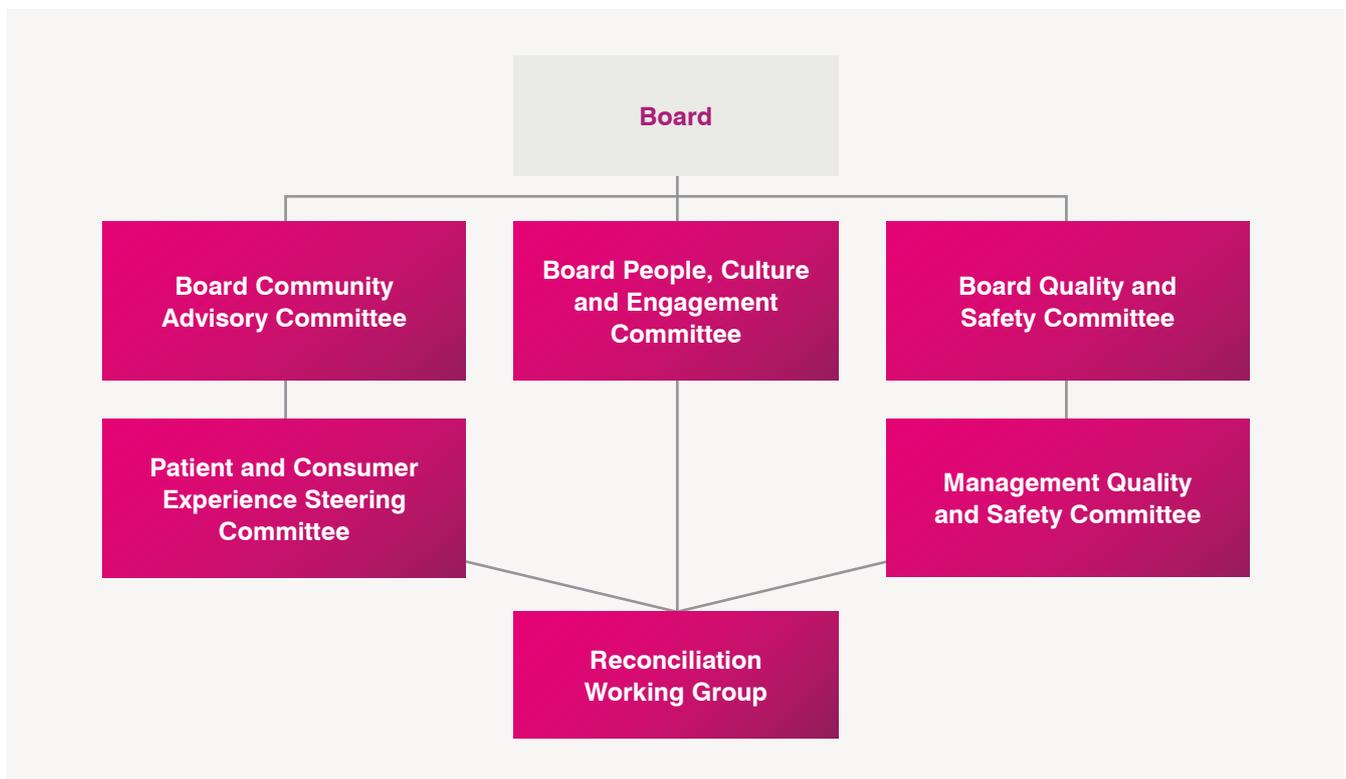
The Women's is committed to effectively governing our Reconciliation Action Plan. This includes shared organisational ownership, accountability and transparency of the plan and its outcomes internally, with our peers and partners, and most importantly to the Aboriginal and Torres Strait Islander women and children that we serve.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Advance Aboriginal and Torres Strait Islander women's voices in strategic documents and committees.	Consult with Aboriginal Community Controlled Health Organisations in the design of the Women's Strategic Plan.	December 2020	Director Strategy, Planning and Performance
	Ensure at least one member of a Board Sub-committee identifies as an Aboriginal and/or Torres Strait Islander person.	November 2020 and review bi-annually	Director Strategy, Planning and Performance
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation and review terms of reference annually.	November 2020 and review annually	Director Strategic Engagement, Advocacy and Innovation
	Scope the development of an Aboriginal Advisory Committee.	December 2020	Director Strategic Engagement, Advocacy and Innovation
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2020 and review annually	Director Strategic Engagement, Advocacy and Innovation
Provide appropriate support for effective implementation and sustainability of RAP commitments.	Define resource needs for RAP implementation.	April 2020 and 2021	Chief Operating Officer
	Engage senior leaders in the delivery of RAP commitments.	February 2020 and quarterly	Chief Operating Officer
	Define appropriate systems with the capability to track, measure and report on RAP commitments.	November 2020 and review annually	Director Strategic Engagement, Advocacy and Innovation
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2020	Director Strategic Engagement, Advocacy and Innovation
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2021	Director Strategic Engagement, Advocacy and Innovation



APPENDIX

Below is the governance structure and committees that oversee the Women's Reconciliation Action Plan.



Members of the Women's Reconciliation Working Group include:

- **Alyssa Fooks**
Program Leader Education Training and Development CASA House
- **Amelia Stephens**
Baggarrook Caseload Midwife
- **Claire Burford**
Clinical Midwife Educator
Maternity Services Education Program
- **Clare Morgan**
Executive Assistant
- **Edwyna Wilson**
Director People, Culture and Wellbeing
- **Elly Taylor**
Director Prevention of Violence Against Women
- **Emma Steele**
MRI Supervisor Pauline Gandel
Women's Imaging Centre / EMR
Project Officer
- **Fiona McLardieHore**
Research Coordinator
Midwifery and Maternity
Services Research Unit
- **Gina Bundle**
Program Coordinator Badjurr-Bulok
Wilam, Aboriginal Hospital
Liaison Unit
- **Dr Giselle Darling**
Sexual and Reproductive
Health Consultant
- **Karen Simmons**
Graduate Midwife
- **Kerri Felemonow**
Social Worker The Women's
Alcohol And Drug Service
- **Kimberley Nichols**
External Communications Manager
- **Lisa Lynch**
Chief Operating Officer,
RAP Executive Sponsor
- **Louise Sampson**
Community Engagement
Coordinator
- **Michelle Schwensen**
Director Strategic Engagement,
Advocacy and Innovation
- **Pamela McCalman**
Clinical Midwife Specialist
- **Sandra Gates**
Director Allied Health and
Clinical Support Services

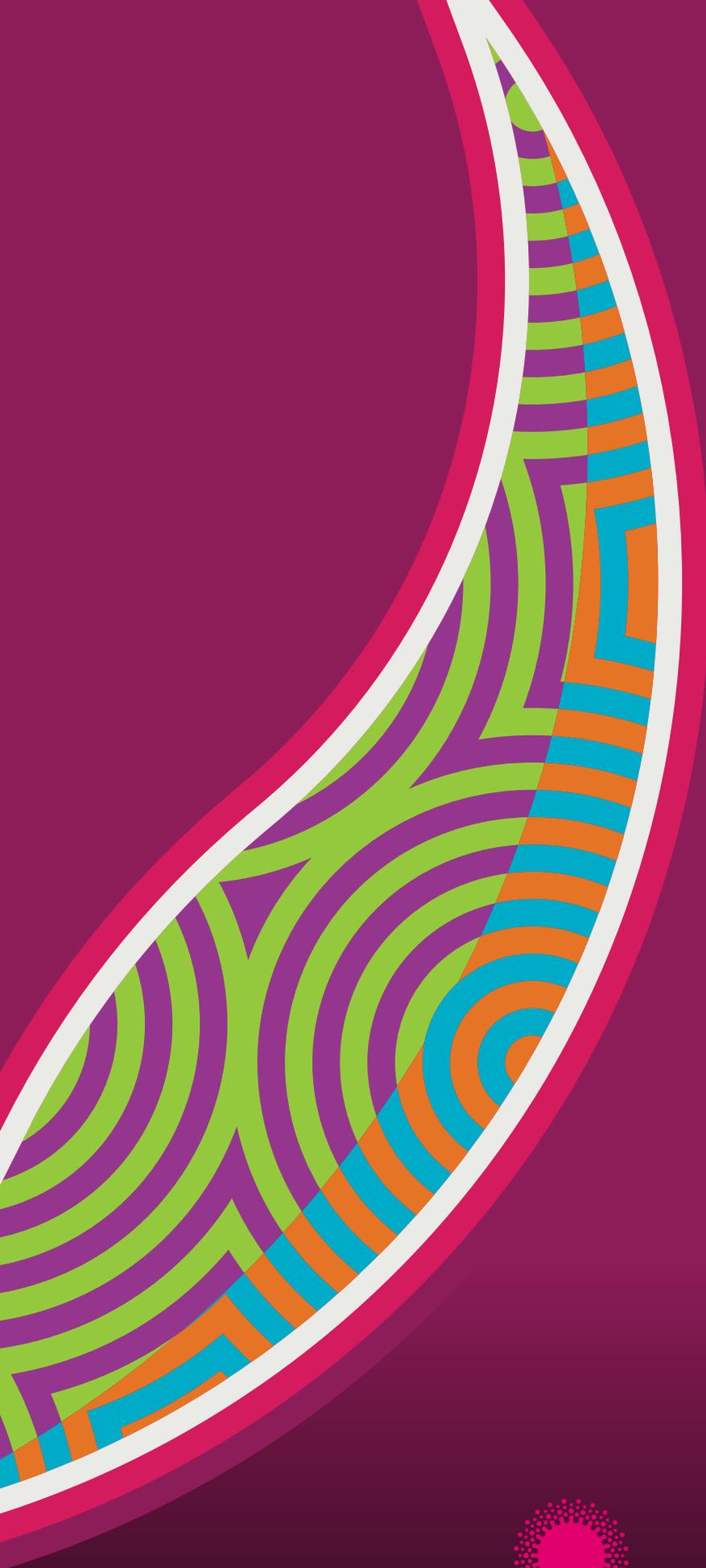


**For public enquiries about the Women's
Reconciliation Action Plan, please contact:**

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