



RECONCILIATION
ACTION PLAN

INNOVATE



PalliativeCare
AUSTRALIA

Innovate Reconciliation Action Plan

July 2023 - July 2025



Contents

MESSAGE FROM THE PCA CEO	3
VALUES.....	4
MESSAGE FROM THE RECONCILIATION AUSTRALIA CEO	5
OUR VISION	6
OUR RAP JOURNEY	7
OUR RAP WORKING GROUP	8
OUR RAP PARTNERSHIPS	8
RELATIONSHIPS	9
RESPECT	11
OPPORTUNITIES.....	13
GOVERNANCE	15
ABOUT THE COVER ART	17
ARTIST'S REFLECTIONS.....	18

Message from the PCA CEO

As a national health peak organisation, Palliative Care Australia (PCA) acknowledges the Traditional Owners of Country throughout Australia and recognise their continuing contribution to land, waters and culture. We pay our respects to Elders past and present. PCA is located in Canberra on the lands of the Traditional Custodians, the Ngunnawal and Ngambri peoples. I acknowledge and respect their Elders and these communities continuing culture and the ongoing contribution made to the life of this city and this region.

I am very pleased to continue PCA's commitment to reconciliation action through our new "Innovate Reconciliation Action Plan"(RAP) which has been developed in the spirit of a shared knowledge, collectively with the palliative care state and territory peaks from across the country.

PCA's RAP journey has taken some large steps forward throughout the delivery of its previous Reflect RAP. It has embedded operational activities that support Aboriginal and Torres Strait Islander business and employment and has broadened the scope of media and stakeholder networks to be more visible to communities and build relationships of collaboration and trust.

The PCA Board accepts the invitation from Aboriginal and Torres Strait Islander peoples, as represented by 'The Uluru Statement from the Heart', to walk together to build a better future and firmly supports the establishment of a First Nations Voice to Parliament enshrined in the Constitution.

As the sector takes steps toward the development of a National Aboriginal and Torres Strait Islander Palliative Care Strategy or Plan and a comprehensive national plan for the Palliative Care Workforce, the relationships with national Aboriginal and Torres Strait Islander health peak organisations, local services, the Aboriginal and Torres Strait Islander health workforces, communities, and decision makers, are growing and strengthening year on year.

PCA is proud to partner with, and continuously learn from, the diverse communities of the Aboriginal and Torres Strait Islander peoples across the many nations of this land and sea.

Camilla Rowland
Chief Executive Officer
Palliative Care Australia





PalliativeCare
AUSTRALIA

VALUES



Bold, Trusted and Collaborative

Message from the Reconciliation Australia CEO

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Palliative Care Australia continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Palliative Care Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

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

Congratulations Palliative Care Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Vision

PCA's vision for Reconciliation encapsulates our Values to be Bold, Trusted and Collaborative in all that we do. PCA envisages a palliative care system that is accessible and culturally responsive for Aboriginal and Torres Strait Islander peoples, free from discrimination and assumption of needs. PCA recognises that reconciliation action is both a way of working, and how we conduct business.

OUR COLLECTIVE BUSINESS

Palliative Care Australia is the national peak body for palliative care in Australia. The PCA office is located in Canberra on the lands of the Ngunnawal and Ngambri peoples. The PCA team has expertise in policy, projects and communications and employs approximately 15 employees. As at mid-2023, PCA has employees with experience in working directly with Aboriginal and Torres Strait Islander communities but is yet to attract Aboriginal and/or Torres Strait Islander employees. With continued efforts under this Innovate RAP, PCA hopes to change this. Consultants and advisors are engaged to ensure the voices of Aboriginal and Torres Strait Islander peoples and communities are part of our work.

This Innovate RAP has been developed with sound advice from the eight state and territory palliative care peak bodies that form PCA's jurisdictional Member Organisations. These Member Organisations will, in addition to local initiatives, draw from the collective knowledge of the PCA RAP in their own business operations to demonstrate their commitment to reconciliation.

A sub-committee of representatives from each jurisdictional member organisation has worked in parallel to add local actions, with potential for national replication, to be considered for inclusion by the RAP Working Group.

PCA's Membership





OUR RAP JOURNEY

PCA is committed to meaningful, outcomes-led policy and programs in palliative care that meet the needs of all Australians. We recognise that, when it comes to palliative care, Aboriginal and Torres Strait Islander peoples represent a community whose needs have not yet been met. Working in partnership across the health sector and the national Aboriginal and Torres Strait Islander health peaks and communities, we can build and foster stronger connections and lead by example. As our first RAP ended in 2020, PCA began evaluating our journey to date, and developed a six (6) year plan for embedding reconciliation action commitments into the future, commencing with a Reflect RAP to set a template for future progress.

PCA's Board is committed to an ongoing reconciliation action strategy and hopes to lead the palliative care sector toward deep and lasting reconciliation action. We will work alongside all our Member Organisations as appropriate, supporting them to model their own Reconciliation Action Plans from this RAP, and will integrate reconciliation action into our projects work and policy submissions. We will also consolidate partnerships to drive meaningful outcomes-based improvements in palliative care and continue to support Aboriginal and Torres Strait Islander employees in the palliative care sector.

PCA has supported reconciliation action for many years which was formalised in our first Reconciliation Action Plan in 2018. Reconciliation and the promotion of anti-discrimination is essential to the work we do to identify, address, and overcome barriers to access to quality palliative care services by Aboriginal and Torres Strait Islander peoples. PCA's sphere of influence includes through policy, advice and advocacy with health professionals, services and peak organisations related to palliative care and chronic disease management as well as to Government and its engagement with and planning for the sector and community.

Through this Innovate RAP PCA will continue to engage staff internally and within our Member Organisations, develop a greater awareness and understanding of the cultures, histories, and importance of Aboriginal and Torres Strait Islander peoples. Our Member Organisations are critical in this, noting the diversity amongst Aboriginal and Torres Strait Islander peoples across Australia is vast. We will continue to build on existing relationships and draw upon connections we have through our projects and other industry partners, to ensure the needs of Aboriginal and Torres Strait Islander peoples are reflected across all our policy and projects work.

This Innovate RAP is strongly supported by Palliative Care Australia's Board.

OUR RAP WORKING GROUP

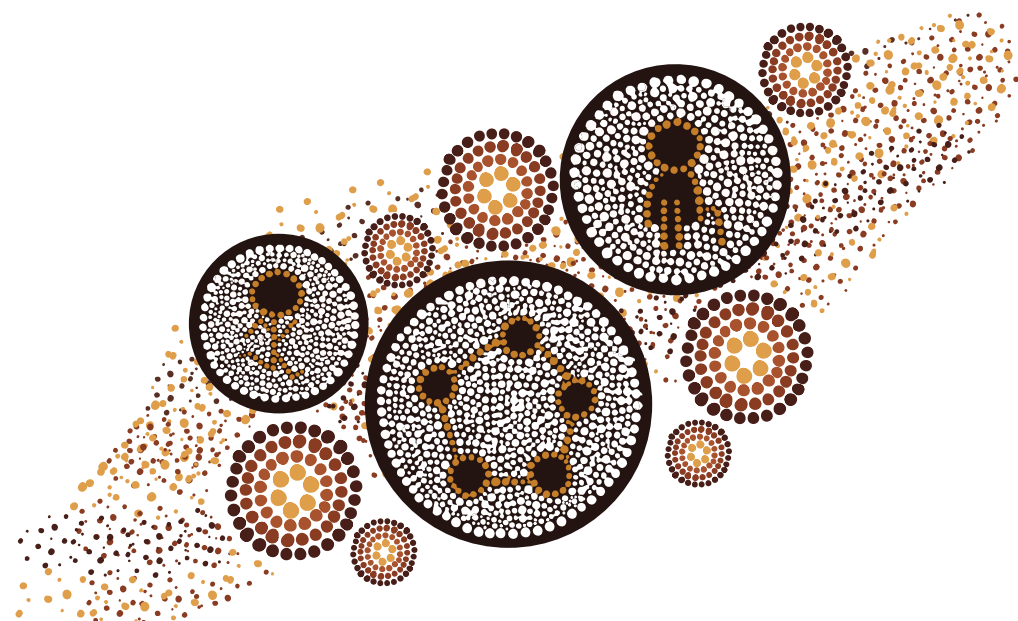
The PCA RAP Working Group continues to be an important and highly valued contributor to PCA, both in the development of this RAP and in the organisation's activities more broadly. PCA has recently worked to increase the Torres Strait Islander peoples' 'voice' on the RWG, with a view to boost our understanding of culture, kinship, Country, and community. We are proud to have increased the number of members on our RWG who identify as Aboriginal or Torres Strait Islander people. The group also includes a representative of the NAATSIHWP team, a PCA Board member and staff, and a representative from PCA's state Member Organisations, all of whom ensure a unified and national approach to the work the group carries out. PCA CEO, Camilla Rowland, is PCA's RAP Champion.

Jodie Dennis	Policy Officer, National Association of Aboriginal and Torres Strait Islander Health Workers and Practitioners, ACT
Lee Fagan	<i>Djabuganji</i> , WorkUp Queensland, FN Qld
John Haberecht	Lifetime member and former President of Palliative Care Queensland
Kathryn Hooper	<i>Worimi</i> – Palliative Care Nurse Practitioner and researcher, Queensland
Chelsea Menchin	National Projects Manager, Palliative Care Australia
Eliza Munro	<i>Gamilaroi</i> - Director, Nginyani Wandabaa and Indigenous Health Project Consultant, NSW
Rachel Pearson	<i>Noongar</i> – Palliative and end of life care educator, WA
Violet Platt	Chief Executive Officer, Palliative Care Victoria
Camilla Rowland	Chief Executive Officer, Palliative Care Australia (RAP Champion)
Alec Wagstaff	Board Director, Palliative Care Australia
Jessica Whaler	<i>Gamilaroi</i> - Engagement and Outreach Advisor, University of Canberra, ACT

OUR RAP PARTNERSHIPS

PCA has an ongoing and genuine commitment to reconciliation and values the importance of working with our Aboriginal and Torres Strait Islander partners to ensure we deliver meaningful and lasting outcomes for Aboriginal and Torres Strait Islander peoples. PCA has built up a range of strong partnerships with Aboriginal and Torres Strait Islander peoples and organisations, through our projects and activities since 2006. These partnerships have enabled us to further increase the Aboriginal and Torres Strait Islander representation on the RAP Working Group in 2022. This in turn has provided us with a renewed focus on identifying ways to achieve meaningful outcomes in the way we conduct our business and improve access and quality improvements in palliative care for Aboriginal and Torres Strait Islander people and their families.

In addition to the projects and activities carried out with Aboriginal and Torres Strait Islander partners under our previous RAP, PCA has implemented a range of initiatives to increase the voice of Aboriginal and Torres Strait Islander people in the work we do.





Relationships

Palliative Care Australia recognises the importance of building strong relationships with Aboriginal and Torres Strait Islander peoples, organisations, and communities. It is only through consultation and collaboration with these stakeholders that we can learn and understand and meet the needs of the Aboriginal and Torres Strait Islander population, and to ensure access to culturally sensitive and inclusive palliative care services and resources.

Action	Deliverables	Timeframe	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 sphere of influence, including meeting with local Aboriginal and Torres Strait Islander stakeholders and organisations across the country.	October 2023	• <i>Lead: CEO</i> • <i>Support: Policy and Projects Teams</i>
	• Develop a Partnerships Kit for Aboriginal and Torres Strait Islander Stakeholders and Organisations, inclusive of planning and communications tools.	May 2025	• <i>Lead: National project Manager</i> • <i>Support: Projects Team</i>
	• Develop MOUs or formal partnerships and statements of intent with other parties seeking to improve health outcomes for Aboriginal and Torres Strait Islander peoples' participation in primary healthcare and aged care	June 2024	• <i>Lead: CEO</i> • <i>Support: Projects Team</i>
• Build relations through celebrating National Reconciliation Week (NRW)	• Circulate dedicated Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 & May 2025	• <i>Lead: CEO</i>
	• Consult the RAP Working Group to develop a range of events and activities to support awareness of NRW	March 2024 & March 2025	• <i>Lead: National Projects Manager</i> • <i>Support: Communications Team</i>
	• Organise at least one NRW activity each year	May 2024 & May 2025	• <i>Lead: National Projects Manager</i> • <i>Support: Communications Team</i>
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024 & May 2025	• <i>Lead: CEO</i>
	• Encourage RAP Working Group members to participate in an external NRW event	May 2024 & May 2025	• <i>Lead: CEO</i>

Relationships

Action	Deliverables	Timeframe	Responsibility
<ul style="list-style-type: none"> Promote reconciliation through our sphere of influence. 	<ul style="list-style-type: none"> Create a calendar for staff engagement, social media and eNews that shows respect and acknowledges PROMOTING all the days significant to Aboriginal and Torres Strait Islander peoples AND their meanings - support truth telling and educate. 	December 2023	<ul style="list-style-type: none"> <i>Lead: National Communications Director</i> <i>Support: Communications</i>
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly through eNews, social media, and PCA Website 	July 2023	<ul style="list-style-type: none"> <i>Lead: National Communications Director</i>
	<ul style="list-style-type: none"> Establish new relationships with Aboriginal and Torres Strait Islander media outlets and explore ways to work together regularly for advertisements, stories, and opportunities 	December 2023	<ul style="list-style-type: none"> <i>Lead: Communications Director</i>
	<ul style="list-style-type: none"> Identify and engage with external stakeholders that our organisation can collaborate with on our reconciliation journey. 	June 2024	<ul style="list-style-type: none"> <i>Lead: CEO</i>
	<ul style="list-style-type: none"> Create an Annual Award for an Aboriginal and/or Torres Strait Islander health professional in Sector each NPCW/RA Week overlap. 	May 2024 & May 2025	<ul style="list-style-type: none"> <i>Lead: National Business Development and Events Manager</i>
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey, e.g., <i>highly desirable</i> under supplier tender processes. 	July 2023	<ul style="list-style-type: none"> <i>Lead: CEO</i>
<ul style="list-style-type: none"> Promote positive race relations through anti-discrimination strategies. 	<ul style="list-style-type: none"> Create an identified role in PCA, e.g., Community Engagement Officer through strategy partnership, or secondment 	June 2025	<ul style="list-style-type: none"> <i>Lead: National Projects Manager</i> <i>Support: Corporate Services</i>
	<ul style="list-style-type: none"> Conduct bi-annual review of HR policies and procedures to identify existing anti-discrimination provisions and future needs 	June 2025	<ul style="list-style-type: none"> <i>Lead: Corporate Services Director</i>
	<ul style="list-style-type: none"> Work with advisors, and our RAP Working Group, to consult on, develop and implement an anti-discrimination policy for our organisation. 	June 2024	<ul style="list-style-type: none"> <i>Lead National Projects Manager</i>
	<ul style="list-style-type: none"> Publicly participate in activities re Close the Gap, 'Racism it stops with me!' and similar campaigns, e.g., Filming vox pops of staff and Board/ MOs to show PCA's commitment to positive race relations and to build trust through visibility of the national peaks expectations of the sector and health system. 	May 2024	<ul style="list-style-type: none"> <i>Lead: CEO</i> <i>Support: Communications Team</i>
	<ul style="list-style-type: none"> Engagement RAP Working Group members to present to staff and expand their knowledge of health system experiences and cultural considerations. This will enhance and build relationships between the RAPWG and the staff team more broadly. 	December 2023	<ul style="list-style-type: none"> <i>Lead: CEO</i> <i>Support: National Projects Manager</i>



Respect

Palliative Care Australia understands the importance of being respectful of the opinions, experience, and decisions of others. Therefore, respect is one of the core values which underline all the work we do. We acknowledge Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and value and respect Aboriginal and Torres Strait Islander cultures as an important part of the fabric of Australia. Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, and histories is important, and we believe embedding cultural respect into our policy advice and resources will lead to improved outcomes for Aboriginal and Torres Strait Islander people living with a life-limiting illness and their families.

Action	Deliverables	Timeframe	Lead Business Area
<ul style="list-style-type: none">• 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">• Maintain compulsory induction training that includes Cultural Competency Course, and periodic training and events for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	July 2023	<ul style="list-style-type: none">• <i>Lead: Corporate Services Director</i>
	<ul style="list-style-type: none">• Develop, implement, and communicate a cultural learning strategy document for our staff, including conducting a review of cultural learning needs and introducing a cycle for continuous review and refreshment of skills.	December 2024	<ul style="list-style-type: none">• <i>Lead: National Project Manager</i>• <i>Support: Corporate Services Director</i>
	<ul style="list-style-type: none">• Promote cultural awareness training across PCA Membership, or offer buy-in for access to a national package (for efficiencies)	July 2024	<ul style="list-style-type: none">• <i>Lead: National Projects Manager</i>• <i>Support: Corporate Services Director</i>
	<ul style="list-style-type: none">• Promote courses and refresher courses for health care providers in Cultural competency and safety - available through collaborative promotion of NPCP tools	December 2023	<ul style="list-style-type: none">• <i>Lead: National Projects Manager</i>
	<ul style="list-style-type: none">• Implementing Floating Public Holidays - PCA acknowledges that we live in a multicultural country and many of the current gazetted public holidays do not reflect everyone's beliefs and traditions. PCA gives employees the ability to take gazetted public holidays on a different day.	July 2023	<ul style="list-style-type: none">• <i>Lead: Corporate Services Director</i>
	<ul style="list-style-type: none">• Implementing Ceremonial/Cultural leave - Employees are entitled to up to an additional three (3) days paid leave per year for special days applicable to employee's culture or religion.	July 2023	<ul style="list-style-type: none">• <i>Lead: Corporate Services Director</i>
	<ul style="list-style-type: none">• Share internally the calendar for communications promoting all the days significant to Aboriginal and Torres Strait Islander peoples AND their meanings with staff at all staff meetings relevant.	July 2023	<ul style="list-style-type: none">• <i>Lead: National Communications Director</i>

Respect

Action	Deliverables	Timeframe	Lead Business Area
<ul style="list-style-type: none"> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. 	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcomes to Country or other appropriate cultural protocol at significant events. 	September 2023	<ul style="list-style-type: none"> Lead: National Business Development and Events Manager
	<ul style="list-style-type: none"> Support the national picture by collaborating between peaks to leverage local partnerships and understanding of cultural protocols in operational areas as relevant. 	July 2023	<ul style="list-style-type: none"> Lead: CEO Support: National Policy Director
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country and increase staff's understanding 	December 2023	<ul style="list-style-type: none"> Lead: National Projects Manager
	<ul style="list-style-type: none"> Establish within PCA and peaks a common language in respect of Cultural competency and safety – over ‘awareness or fitness’. 	December 2023	<ul style="list-style-type: none"> Lead: CEO Support: National Communications Director, National Projects Manager, National Business Development and Events Manager, and National Policy Director
	<ul style="list-style-type: none"> Maintain all email signature blocks to mark respect to all Aboriginal and /or Torres Strait Islander peoples receiving communications from our organisation. 	July 2023	<ul style="list-style-type: none"> Lead: National Communications Director
	<ul style="list-style-type: none"> Establish Guiding Principles for Co-design with Aboriginal and Torres strait Islander organisations and communities. 	July 2024	<ul style="list-style-type: none"> Lead: National Projects Manager.
<ul style="list-style-type: none"> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. 	<ul style="list-style-type: none"> Promote courses and refresher courses for health care providers in Cultural competency and safety - available through collaborative promotion of NPCP tools 	December 2023	<ul style="list-style-type: none"> Lead: National Projects Manager.
	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week and promote engagement in the external events in the local area. 	July 2023 and July 2024	<ul style="list-style-type: none"> Lead: CEO
	<ul style="list-style-type: none"> Encourage RAP Working Group to participate in an external NAIDOC Week event. 	July 2023 and July 2024	<ul style="list-style-type: none"> Lead: CEO
	<ul style="list-style-type: none"> Continue to deliver a dedicated NAIDOC Week eNews, Communications plan 	July 2023 and July 2024	<ul style="list-style-type: none"> Lead: National Communications Director Support: National Events Coordinator



Opportunities

Palliative Care Australia is committed to working in partnership with Aboriginal and Torres Strait Islander peoples to improve access to business and employment opportunities within our organisation. We understand the importance of creating and improving opportunities for Aboriginal and Torres Strait Islander peoples to join our staff and Board, or work collaboratively with us, and recognise the significant value they add to our cultural understanding, and how that understanding is reflected in our lives, communications and approaches to our work.

Action	Deliverables	Timeframe	Lead Business Area
• Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Integrate recruitment advertising channels likely to appeal to Aboriginal and Torres Strait Islander people seeking employment or Board appointments.	July 2023	• <i>Lead: Corporate Services Director</i>
	• Provide internships for Aboriginal and Torres Strait Islander university students, e.g., across faculties for student journey	June 2024	• <i>Lead: CEO</i> • <i>Support: Corporate Services Director</i>
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	July 2024	• <i>Lead: CEO</i> • <i>Support: National Projects Manager</i>
	• Work with Indigenous HR Advisor to build understanding of current opportunities and barriers for Aboriginal and Torres Strait Islander recruitment, to inform future employment, professional development opportunities and cultural supports.	July 2024	• <i>Lead: CEO</i> • <i>Support: National Projects Manager</i>
• Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Continue to implement PCA's procurement strategy whereby Aboriginal and Torres Strait Islander owned businesses are prioritised and communicate opportunities for procurement through Aboriginal and Torres Strait Islander business to staff.		
	• Articulate engagement of supply nation providers and first nation owned services, in procurement processes and procedures	July 2023	• <i>Lead: Corporate Services Director</i>
	• Develop at least one national or long-term commercial relationship with an Aboriginal and Torres Strait Islander certified and registered business	July 2024	• <i>Lead: CEO</i> • <i>Support: Corporate Services Director</i>

Opportunities

Action	Deliverables	Timeframe	Lead Business Area
<ul style="list-style-type: none">• Increase the opportunities to publicly identify and celebrate Leadership by Aboriginal and Torres Strait Islander clinicians, health workers in the palliative care sector.	<ul style="list-style-type: none">• Support and provide Leadership opportunities for Aboriginal and/or Torres Strait Islander peoples through policy and project and communications co-design.	July 2024	<ul style="list-style-type: none">• <i>Lead: National Projects Manager</i>• <i>Support: National Policy Director</i>
	<ul style="list-style-type: none">• Provide scholarships RAP Working Group members, and staff, or state and territory peak RAP reps to participate in the RAP Conference.	June 2024	<ul style="list-style-type: none">• <i>Lead: National Projects Manager</i>
	<ul style="list-style-type: none">• Establish Aboriginal or Torres Strait Islander Ambassadors as part of the Palliative Care Champions Program	July 2023	<ul style="list-style-type: none">• <i>Lead: National Business Development and Events Manager</i>
	<ul style="list-style-type: none">• Build understanding of best practice in Aboriginal and Torres Strait Islander Health (e.g., through Close the Gap reports)	December 2023	<ul style="list-style-type: none">• <i>Lead: CEO</i>• <i>Support: National Policy Director</i>



Governance

Ongoing RAP activities and progress will be monitored and PCA will ensure the RAP becomes an integral part of our business. We will learn from this Innovate RAP and past RAP's, to continue to expand our reconciliation activities into the future.

Action	Deliverables	Timeframe	Lead Business Area
<ul style="list-style-type: none">Establish and maintain an effective RAP Working Group to drive governance of the RAP.	<ul style="list-style-type: none">Maintain a RAP Working Group to govern RAP implementation.	July 2023	<ul style="list-style-type: none">Lead: CEOSupport: RAP Secretariat currently National Projects Manager
	<ul style="list-style-type: none">Drive the collective nature of the RAP with PCA Member Organisation and provide opportunity for PCA Members to engage with the RAP Working Group.	July 2023	<ul style="list-style-type: none">Lead: National Projects Manager
	<ul style="list-style-type: none">Ensure continuity of Aboriginal and Torres strait Islander voices in PCA's advisory mechanisms with recognition of the Palliative Care Yarning Circle, NEAP IAHA rep and Clinical Panel.	July 2023	<ul style="list-style-type: none">Lead: CEOSupport: National Communications Director, National Projects Manager, National Business Development and Events Manager, and National Policy Director
	<ul style="list-style-type: none">Have identified RAP implementation coordinators across states/territory peaks and at PCA.	September 2023	<ul style="list-style-type: none">Lead: RAP Secretariat currently National Projects Manager
	<ul style="list-style-type: none">Bi-annually review Terms of Reference for the RAP Working Group.	July 2023 and July 2024	<ul style="list-style-type: none">Lead: RAP Secretariat currently National Projects Manager
	<ul style="list-style-type: none">Continue to ensure a majority of Aboriginal and Torres Strait Islander representation on the RAP Working Group.	July 2023 and Ongoing	<ul style="list-style-type: none">RAP Secretariat
<ul style="list-style-type: none">Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none">Define resource needs for RAP implementation.	September 2023	<ul style="list-style-type: none">Projects
	<ul style="list-style-type: none">Engage senior leaders in the delivery of RAP commitments.	August 2023	<ul style="list-style-type: none">CEO
	<ul style="list-style-type: none">Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2023	<ul style="list-style-type: none">Lead: RAP Secretariat currently National Projects Manager

Governance

Action	Deliverables	Timeframe	Lead Business Area
<ul style="list-style-type: none"> Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally. 	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contacts details are up to date, to ensure we do not miss important RAP correspondence. 	June 2024, June 2025	<ul style="list-style-type: none"> <i>Lead: RAP Secretariat currently National Projects Manager</i>
	<ul style="list-style-type: none"> Regularly report RAP progress to all staff, senior leaders and to the Board. 	September 2023, December 2023, March 2024, May 2024, September 2024, December 2024, March 2025, May 2025	<ul style="list-style-type: none"> <i>Lead: RAP Secretariat currently National Projects Manager</i>
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	August 2023 and August 2024	<ul style="list-style-type: none"> <i>Lead: RAP Secretariat currently National Projects Manager</i>
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September annually	<ul style="list-style-type: none"> <i>Lead: RAP Secretariat currently National Projects Manager</i>
	<ul style="list-style-type: none"> Publicly report RAP achievements, challenges and learnings via social media, a formalised report, or a media release. (DCA, RACGP) 	July 2024, 2025	<ul style="list-style-type: none"> <i>Lead: RAP Secretariat currently National Projects Manager</i> <i>Support: National Communications Director</i>
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP 	July 2025	<ul style="list-style-type: none"> <i>Lead: RAP Secretariat currently National Projects Manager</i>
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer 	May 2024	<ul style="list-style-type: none"> <i>Lead: RAP Secretariat currently National Projects Manager</i>
<ul style="list-style-type: none"> 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. 	January 2025	<ul style="list-style-type: none"> <i>Lead: RAP Secretariat currently National Projects Manager</i>

About the Cover Art

ARTWORK NAME: The Journey of Life

Description: 'Journey of Life' is a painting that Palliative Care Australia (PCA) commissioned in 2017. The brief was to represent life and death in a bright and comforting way as well as represent PCA as the national peak for palliative care in Australia. PCA's journey with the artist, Sarah Richards has grown and evolved, with Sarah, a Certified Practising Accountant, holding a Director position on the PCA Board 2019-2023



Artist: Sarah Richards
- a proud Ngiyampaa woman,
contemporary Aboriginal Artist, and
founder of Marrawuy Journeys.

Artist details:
info@mjourneys.com.au

Artist's reflections of *The Journey of Life* piece as expressed in 2017.

I chose to use a tree as the centre piece of the artwork and have the tree represent a journey. Within the tree are what I consider important life experiences and I sat on this a while trying to determine what is actually important in life but what are some of the hard times that people will experience too. So I started with the positives of life, the good times, and I came up with family, growth, learning, health, and love all of which are represented in the bottom panel of the tree. Family is represented at the bottom of the tree by a baby surrounded by their parents, siblings, and grandparents as I believe this is one of the earliest experiences most will encounter, and family is an important ongoing aspect in life. As that baby grows to a child to a teenage to adulthood, I considered growth, both physical and mentally, to be important to include and have represented this by using a small plant sprouting. Growth goes side by side with learning. You grow your mind as you learn new information which has been represented by a book. Maintaining good health is also important in life and I have represented this by painting a lifeline. The lifeline is also symbolic of life's ups and downs. The next important aspect in life is to keep healthy through exercise and I have represented this by someone running. And of course there is love. Love is represented by two people forming a heart. This isn't just about finding the 'one' love, but all love experienced during life and includes love of family and friends.

Now the top part of the tree only shows half the tree, I have done this as I wanted to represent this next part as not something everyone will necessarily experience but is a possible life experience. And that experience is end of life care provided by PCA. I have represented this possible experience by first using part of PCA's logo to represent PCA. Then as you move along the branch, I represent their commitment through a commitment knot, then the various providers of palliative care using a person with a medical kit. The last illustration is of a patient with their loved one by their side. The inevitable next phase is transitioning to the afterlife, and this is represented by two hands forming hands behind a butterfly. The butterfly is a symbol I like to use to reflect transformation or change and, in this painting, I have used a butterfly to represent that of one passing to the afterlife. I have represented the afterlife in the white corner with outlines of butterflies to represent those that have already passed.

Going back to the main part of the tree, the next stage that many will experience after a loss is grief which I have represented using an eye with tear droplets. Everyone experiences grief differently but will likely go through, and back through, a number of stages including denial, anger, bargaining, depression, and acceptance. I am all too familiar with what the various stages feel like. Mid-year I lost my coach quite suddenly to pancreatic cancer and then a couple of months later my Nan unexpectedly passed on my birthday. Whilst both were extremely painful experiences, without them, I may not have understood or even known about this part of my painting. What I have learned is grief never goes away, you just learn to live with it. You carry a 5kg weight around long enough and you'll get used to the weight of it that you will begin not to notice it. A friend and mentor who too has experienced grief also verified this concept and said that whilst it never goes away, you will transition from days on end of crying and sadness to more days of happiness and less days of sadness. That is what I have found to be true, most of my days are happy ones but I still become overwhelmed by memories and emotion on a regular basis, and I expect this to continue but to become less regular after time.

However what I have also learned from experiencing grief is that I find you experience growth. I have felt that I have grown immensely as a person and value life more than I did six months ago. I am more ambitious and dreaming bigger than I ever have with what I want to achieve because when your times up, it's up. You are unlikely to have a choice in the matter, so I try to live everyday like it's my last. So I thought it was important to re-represent growth in the painting but this time by a more developed plant than the earlier version of growth. The last milestone I have represented is opportunities using a compass. Life is full of opportunities, and you can't wait for them to fall into your lap, you need to go searching for them too. I feel, since experiencing grief and my newfound commitment to make the most of my life, I have found myself searching out opportunities instead of waiting for them to be handed to me.

Lastly there are three sections of footprints throughout the two panels, and they are representative of a journey through life but also to represent my belief in the circle of life. Because whilst I have experienced two deaths in the last 12 months, I have also experienced two births, my cousin, and my niece.





PalliativeCare
AUSTRALIA



PalliativeCare
AUSTRALIA

T: 02 6232 0700 E: pca@palliativecare.org.au W: www.palliativecare.org.au

Mailing Address: PO Box 124, Fyshwick ACT 2609

