



# INNOVATE RECONCILIATION ACTION PLAN

FEBRUARY 2020 - FEBRUARY 2022



**CareFlight**



**CareFlight acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land and is committed to reconciliation among all Australians.**



On behalf of Reconciliation Australia, I am delighted to see CareFlight continue its reconciliation journey and to formally endorse its first Innovate Reconciliation Action Plan (RAP) and second RAP overall.

Through the development of an Innovate RAP, CareFlight continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides CareFlight with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, CareFlight will strengthen its approach to driving reconciliation through its business activities, services and

programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish CareFlight well as it embeds and expands its own unique approach to reconciliation. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

*“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”*

On behalf of Reconciliation Australia, I commend CareFlight on its second RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

# Message from Reconciliation Australia



Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.





# CEO Message



One of our partners in this process gave us a simple measure of success – are more Aboriginal and Torres Strait Islander peoples employed in your organisation at the end of the RAP?



The reconciliation process is imperative in our mission to save lives and speed recovery given that some 90 per cent of our retrievals in the Northern Territory are Aboriginal people from remote communities around the Top End. Many of these retrievals are associated with the significantly higher rates of morbidity and mortality in Aboriginal communities. A key component of reconciliation is timely access to quality health services based on need regardless of where people live. CareFlight is committed to providing that access to quality care in a culturally appropriate way.

CareFlight commenced this journey with our 2017-2018 Reconciliation Action Plan (RAP). This RAP represented the first step to more formally scope reconciliation and prepare our organisation to begin the reconciliation process. It resulted in strengthened relationships with, respect toward, and opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities. In addition, it allowed a collective view to emerge on our organisation's vision for reconciliation and how we will explore our operations and activities to identify actions or initiatives that can influence subsequent RAPs.

Consequently, our new RAP aims to shift to the next level where we innovate and seek to implement reconciliation. By strengthening CareFlight's relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation we can develop and pilot innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

We aim to deliver a RAP that is meaningful, mutually beneficial and sustainable with outcomes that are measurable.

One of our partners in this process gave us a simple measure of success – are more Aboriginal and Torres Strait Islander peoples employed in your organisation at the end of the RAP? We aim to deliver on that simple metric in a meaningful way that drives training and employment. As a health care provider we also need to ensure that the care provided by all our team is patient-centred and culturally safe for Aboriginal and Torres Strait Islander peoples. Both these elements are key aspirations that influence this RAP and will inform our future RAPs.

In addition, CareFlight acknowledges that reconciliation is an ongoing journey and collaborative relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations form the foundation of success. We will continue to seek to build these relationships and benefit from the broader community's insights to enhance our service and work together to improve health outcomes.

This RAP is supported by the Board, management and staff of CareFlight.

**Mick Frewen**

CEO – CareFlight

# RAP Working Group

February 2020 - February 2022



**Philip Roberts**  
General Manager / Chairperson RAPWG  
CareFlight, NT



**Mick Frewen**  
CEO  
CareFlight



**Terri Van-Cuylenburg**  
HR Manager  
CareFlight, NT



**Fiona Jackson**  
Head of Media, Communications  
& Marketing CareFlight, NSW



**Steve Hughes**  
Manager Southern Aviation Services  
CareFlight, NSW



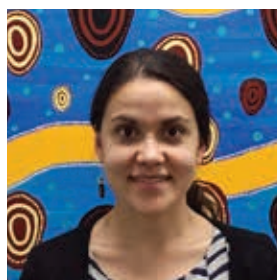
**Justine Williams**  
Community Relations Manager  
CareFlight, NT



**Jacqueline Chow**  
HR Officer  
CareFlight, NSW



**Kerry Ganley**  
NTGPE  
RAPWG Member, NT



**Samantha Campbell**  
AMSANT  
RAPWG Member, NT

## Innovate Reconciliation Action Plan

February 2020 - February 2022

### Our vision for reconciliation

CareFlight continues to embrace the underlying principles of a Reconciliation Action Plan (RAP) namely respect, relationships and opportunities. CareFlight views reconciliation as key to underpinning our vision to be the most advanced integrated aeromedical service, trusted by all Australians.

CareFlight recognises that we travel and work on the lands of various First Nations peoples and our aim is to empower Aboriginal and Torres Strait Islander people within our organisation and in the broader community. We continue to develop strong working relationships with various Aboriginal and Torres Strait Islander organisations for sharing information and open constructive discussions on how we can continually work together to make a difference to the wellbeing of Aboriginal and Torres Strait Islander people.

CareFlight's RAP process includes ongoing identification of opportunities for reconciliation and undertaking action to realise these opportunities. CareFlight is committed to the ongoing review and evolution of its RAP, embedding it within all activities of the organisation.

**Respect and understanding of First Australians is a core value of CareFlight.**

## Our Reconciliation Journey

### 2016

- Commitment by CareFlight Board of Directors and Management team to consider reconciliation in all aspects of our business.
- Identified the need to develop a Reconciliation Action Plan (RAP).
- Community Relations Manager position created to drive reconciliation process.
- Cross cultural awareness training was introduced for CareFlight team members.
- Reconciliation Action Plan Working Group (RAPWG) was formed and includes staff and local stakeholder representatives.



### 2017

- Inaugural Innovate Reconciliation Action Plan released on 15 February 2017 with a series of staff and community engagement events.
- Community Visit Program commenced to visit communities to maintain and strengthen relationships at a non-mission speed.





## 2018

- Aboriginal and Torres Strait Islander Career Development and Employment Strategy with objective to increase the number of Aboriginal and Torres Strait Islander employees across CareFlight.
- RAPWG and our Community Relations Manager have worked to build relationships with Traditional Owner groups and other organisations to develop protocols for Welcome to Country, Smoking Ceremonies and permission to visit country.
- Naming ceremony for aircraft Garramilla / City of Darwin with Larrakia leaders in Darwin.
- Language appropriate signage for airstrips and review of collateral to ensure it delivers effective communication to the communities we work with.



## 2020

- CareFlight entered the second phase of our reconciliation with the launch of our Innovate Reconciliation Action Plan on 17 February 2020 at our Darwin operation. The CareFlight Board, management and team members joined with Aboriginal and Torres Strait Islander organisations and community members to celebrate this launch.



## 2019

- Participated in community NAIDOC events and hosted our inaugural CareFlight Open Day in Darwin as a part of the NAIDOC calendar of events.
- Naming ceremony for aircraft Pamjang Peyintin – Maj Nguluk / Town of Katherine with Jawoyn leaders in Katherine.
- The 2019 'Casablanca' Hangar Ball offered goods, services, artwork and support donated by local Indigenous communities and organisations.
- Community Relations Manager attended the national NAIDOC Conference in Melbourne, celebrating the theme: Voice. Treaty. Truth.



“

CareFlight views reconciliation as key to underpinning our vision to be the most advanced integrated aeromedical service, trusted by all Australians.

”



## Our business

CareFlight is an Australian aeromedical charity with the mission to save lives, speed recovery and serve the community. CareFlight was founded in 1986 by a group of passionate doctors, aviators and business people. Over the past 30 years CareFlight has grown from a single helicopter operation to an organisation that now provides 14 aeromedical aircraft and related services across Australia and the Asia Pacific. CareFlight is a national aeromedical organisation working predominantly in Australia to treat and retrieve patients. We also retrieve critically ill Australians who are ill or injured overseas.

CareFlight serves the community by delivering a range of services including:

- CareFlight Top End Rescue Helicopter (NT)
- CareFlight Rapid Response Helicopter (NSW)
- Fixed wing patient transport services from regional and rural areas to capital city hospitals (NSW and NT)
- Jet transportation of critical patients from across Australia and overseas

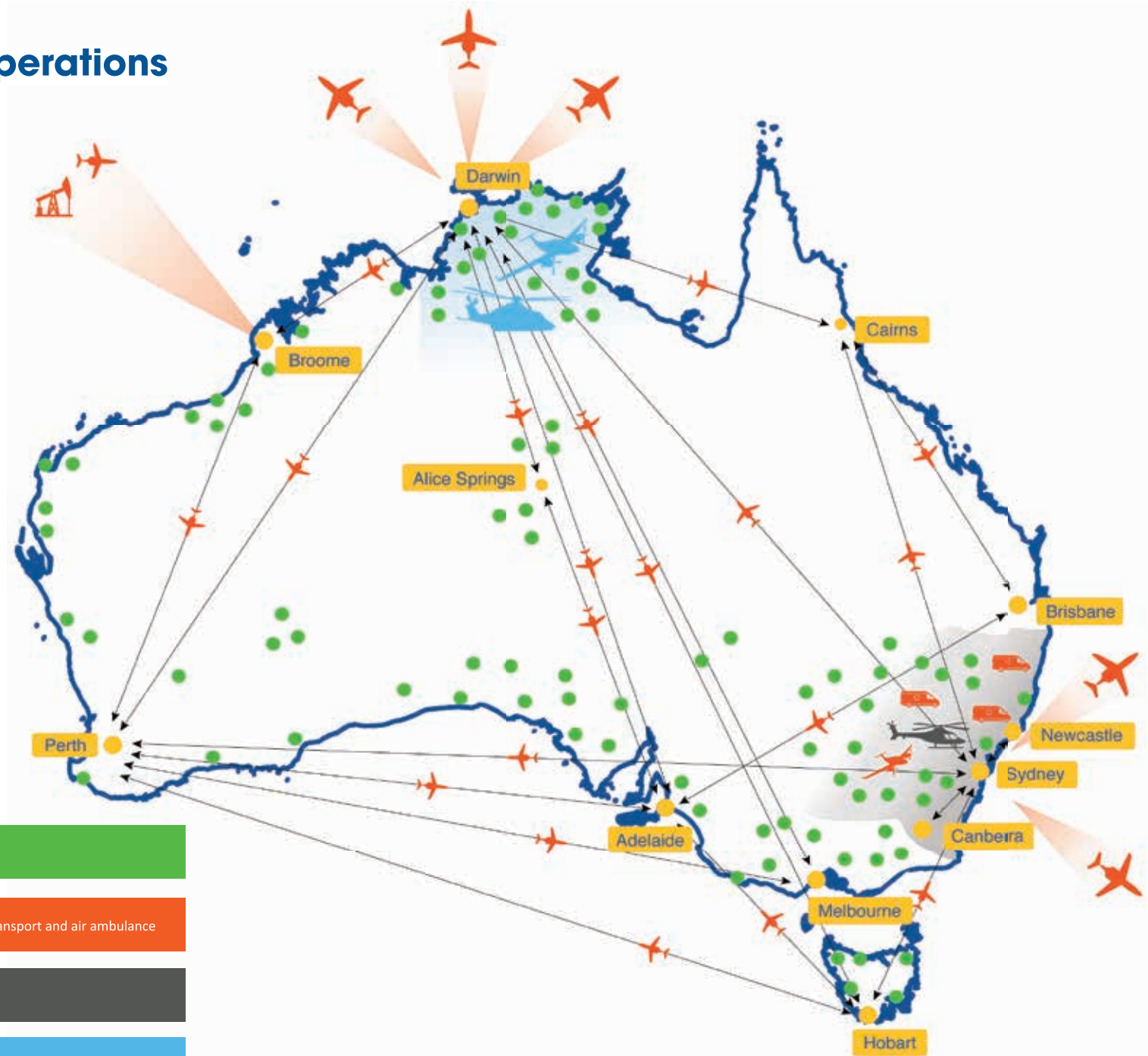
- MediSim Trauma Care Workshops for first responders and Sick and Injured Kids in the Bush for health clinicians working with paediatric patients (national)

- Road transportation services (NT and NSW)

CareFlight currently employs over 550 full-time, part-time and casual employees across a range of services and operations. We currently have nine employees across CareFlight in a variety of roles who identify as Aboriginal and/or Torres Strait Islander. As a part of our RAP journey, we are seeking to develop opportunities to improve and increase Aboriginal and/or Torres Strait Islander employment outcomes across the organisation, and are aiming to increase this to 18 employees by 2020. On commencement of our RAP journey, CareFlight Management identified the need to increase Aboriginal and Torres Strait Islander employee numbers, and created five identified positions in the Northern Territory and will continue to create employment pathways for Aboriginal and Torres Strait Islander peoples.



# CareFlight's National Operations



MediSim trauma care workshops



Medevac, patient transport and air ambulance



Rapid response helicopter service



Top End Medical Retrieval and search and rescue (AMSA)





“

Respect and understanding of First Australians is a core value of CareFlight.

”



## Relationships

CareFlight acknowledges the importance of building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities. CareFlight is committed to building these strong relationships to help us to deliver culturally and clinically safe health care that delivers better outcomes for Aboriginal and Torres Strait Islander people.

### Larrakia Development Corporation



As a local business CareFlight has shown a commitment to meaningful engagement with the local community and the Traditional Owners of the Greater Darwin Region, the

Larrakia. This commitment has translated into employment and training opportunities for Larrakia and an ongoing business relationship with the LDC.

We work closely with CareFlight's Community Relations Manager and the relationship has deepened in the past couple of years with various engagements including sponsorship and in-kind support for the fundraising ball, training opportunities for staff, and assisting Larrakia individuals to secure employment with CareFlight.

It is important that local businesses support each other and local people. By working with us, CareFlight is ensuring that its reach into the community is maximised and that it has engagement with the Traditional Owners at a high level.

#### Nigel Browne

CEO – Larrakia Development Corporation

### Jawoyn Association



Jawoyn lands are wide and in parts very remote, and rugged and challenging to access. Jawoyn people have walked their lands for thousands of years and still do here and there but mainly by vehicle or

by air these days. Many other people from far and wide visit Jawoyn lands and its peoples for various reasons and with many people visiting, working and living together accidents happen and people fall sick and this is where CareFlight comes into the everyday life of Jawoyn and other people in their communities.

CareFlight is now integral to Jawoyn's services and programs. Jawoyn people are honoured by CareFlight's presence and recognise their genuine and true commitment towards working closely with them and other Indigenous groups around the country to achieve the best outcomes for all involved.

The role CareFlight plays is so much appreciated and an incredible performance of duties that it stands above everything we do. Jawoyn people are so proud to be associated with CareFlight and its team of highly skilled and dedicated people.

#### John Berto

CEO – Jawoyn Association

### Miwatj Health Aboriginal Corporation



CareFlight and Miwatj Health Aboriginal Corporation (MHAC) have a dependence on each other. As the aeromedical retrieval service covering East Arnhem Land, we rely on CareFlight to transport acutely unwell clients from community.

As an independent Aboriginal controlled health service administered by a board of directors representing communities across East Arnhem Land with the vision to build the capabilities of Miwatj Mala so they can control their lives and direct their own futures. It is important we work with organisations who recognise and prioritise an approach to advance reconciliation. We hope we can support CareFlight through their Reconciliation journey as they build strong relationships, respect and opportunities amongst our communities.

CareFlight and MAHC's partnership is invaluable. If MHAC continues to share our understanding of Yolngu beliefs and culture, we can assist CareFlight in achieving their Reconciliation Action Plan actions of "raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols". In doing so, CareFlight would feel more welcomed in Miwatj Communities with respect gained from the Yolngu for CareFlight being culturally appropriate.

#### Eddie Mulholland

CEO – Miwatj Health



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Continue to meet with and expand the range of local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement with a focus on building connections with local Aboriginal and Torres Strait Islander stakeholders in the remote locations we service in the Top End.	Review February and July Annually	RAPWG
	Formally implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2020	RAPWG Chairperson
<b>2. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March annually	Head of HR
	Develop, implement and communicate our existing anti-discrimination policy for our organisation.	Reviewed June annually	RAPWG
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2020	HR Manager, NT
	Educate senior leaders on the effects of racism, through cultural safety plan.	October 2020	RAPWG Chairperson
<b>3. Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage all CareFlight staff in reconciliation.	February 2020	CF Management Team
	Communicate our commitment to reconciliation publicly, through CareFlight's social media platforms and annual reports.	March 2020	RAPWG Chairperson MCM Team
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Ongoing	Community Relations Manager
	Collaborate with RA and other like-minded organisations to develop ways to advance reconciliation.	June 2020	RAPWG
<b>4. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May - 3 June, Annually	Community Relations Manager
	RAPWG members to participate in an external NRW event.	27 May - 3 June, Annually	RAPWG Chairperson
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, Annually	RAPWG Chairperson
	Organise at least one NRW event each year.	27 May - 3 June, Annually	RAPWG
	Register all our NRW events on Reconciliation Australia's NRW website, where possible.	27 May - 3 June, Annually	Community Relations Manager



## Respect

CareFlight respects, acknowledges and celebrates Aboriginal and Torres Strait Islander history, cultures and heritage. Greater understanding of history, culture and heritage enables us to develop and deliver culturally safe care that supports communities to close the gap in health outcomes.

Cross Cultural Consultants (CCC) have worked with CareFlight for several years, delivering cross cultural training to CareFlight employees. Their Reconciliation vision includes a pathway for building cross-cultural awareness within the organisation and embedding respect for First Australians as a core value.

CareFlight has been committed during this time to learning how to effectively engage and work with Aboriginal people in a meaningful and mindful way, particularly involving patients in need of aeromedical retrieval to access medical attention.

Working cross culturally is always a complex undertaking. CareFlight has dedicated themselves to this in their commitment to cross cultural training, which is universally recognised as one of the core foundations in transforming how services are delivered by cultural outsiders into often minimally understood cultural environments.

There are confronting issues of Aboriginal health in the Northern Territory, as in many parts of Australia, despite continued efforts by governments on all sides to 'Close the Gap'. It is a constant challenge for service providers working in these fields to recognise the unique nature of Aboriginal culture and acknowledge the connections and strength that Aboriginal people can bring when it comes to solving their own health problems.



**Jason Elsegood**

Director – Cross Cultural Consultants



Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	May 2020	Head of HR RAPWG Chairperson
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	July 2020	Community Relations Manager
	Develop, implement and communicate a cultural learning strategy for our staff.	October 2020	RAPWG Chairperson Community Relations Manager
	Provide opportunities for RAPWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	October 2020	Community Relations Manager
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2020	Community Relations Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2020	Community Relations Manager
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing	Management Team
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing	Management Team
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAPWG to participate in an external NAIDOC Week event.	First week in July, Annually	RAPWG
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	February 2020	Head of HR RAPWG Chairperson
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, Annually	Community Relations Manager





“

CareFlight has been entirely committed during this time to learning how to effectively engage and work with Aboriginal people in a meaningful and mindful way.

”



CareFlight  
NURSE 17





## Opportunities

Providing employment and development opportunities for Aboriginal and Torres Strait Islander people strengthens our workplace and supports a culture where all staff are valued for their diverse backgrounds and experiences. Increasing engagement of Aboriginal and Torres Strait Islander businesses will not only create mutually beneficial relationships, but will provide economic benefits and social outcomes for Aboriginal and Torres Strait Islander people.



Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2020	Management Team HR Managers
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2020	Head of HR Community Relations Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2020	Head of HR RAPWG Chairperson
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing	HR Managers Community Relations Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2020	Head of HR
	Increase the percentage of Aboriginal and/or Torres Strait Islander staff employed in our workforce to 18.	December 2021	Management Team
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2020	Head of Finance Community Relations Manager
	Investigate Supply Nation and NTIBN membership.	March 2020	Community Relations Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2020	Community Relations Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2020	Head of Finance Community Relations Manager
	Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2020	Management Team





## Governance

Effective Indigenous governance is key to creating lasting positive change for Aboriginal and Torres Strait Islander peoples, and for all Australians. Good governance is about Aboriginal and Torres Strait Islander people making and implementing decisions about their communities, lives and futures. CareFlight will work with independent Aboriginal controlled health services to build the capabilities of local people so they can control their lives and direct their own futures. CareFlight recognises this approach and its importance to advance reconciliation and seeks to build strong relationships, respect protocols and deliver culturally safe clinical care.



Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAPWG to drive governance of the RAP.</b>	Maintain Aboriginal and/or Torres Strait Islander representation on the RAPWG.	January annually	RAPWG Chairperson
	Establish and apply a Terms of Reference for the RAPWG.	June 2020	Community Relations Manager
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly	RAPWG Chairperson
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	April 2020	RAPWG
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2020	RAPWG
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2020	Community Relations Manager
	Maintain an internal RAP Champion from senior management.	March 2020	Community Relations Manager RAPWG Chairperson
	Incorporate RAP into senior management induction process.	July 2020	RAPWG Chairperson CEO
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2020 and 2021	Community Relations Manager
	Report RAP progress to all staff and management team quarterly.	Quarterly	RAPWG Chairperson
	Publicly report our RAP achievements, challenges and learnings, annually through CareFlight's monthly town hall meetings and annual reports etc.	Ongoing	Head of Media Communications & Marketing Community Relations Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020	Community Relations Manager
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2021	Community Relations Manager RAPWG









### Story associated with the artwork: Travel for Care

The painting is of the Artist's Grandmother from Borrooloola Songline the Nygabaya or Spirit People Dreaming. The painting illustrates the people of varying ages, genders and colours represented by the oval shapes. The blue symbolises the sky and the yellow strips symbolise the travel of CareFlight. The blue and white dots represent the care and healing.

### About the artist



Joanne Nasir

The artwork was painted by Joanne Nasir. Joanne is a well-known and highly sought after artist. Joanne has traditional connection to the Garrawa (Borrooloola) and Djugan (Broome) language groups.



**CareFlight**



## Contact

**Justine Williams**

Community Relations Manager

**P:** 0418 625 853

**E:** [justine.williams@careflight.org](mailto:justine.williams@careflight.org)

