



Commission  
on Excellence  
and Innovation  
in Health



# RECONCILIATION ACTION PLAN

---

# REFLECT

CEIH Reconciliation Action Plan  
July 2024 – December 2025

**Contents**

Contents ..... 2

Document Revisions..... 3

Reconciliation Australia CEO Statement..... 4

Our Acknowledgement..... 5

Our Business ..... 6

Our Reconciliation Action Plan (RAP) ..... 7

    RELATIONSHIPS..... 10

    RESPECT ..... 11

    OPPORTUNITIES..... 12

    GOVERNANCE..... 13

## Document Revisions

No.	Date	Description	Person/People
R0.1	9.1.23	First draft CEIH Reflect RAP	CEIH RAP Working Group (WG)
R0.2	3.5.23	Draft for CEIH Executive endorsement	CEIH RAP WG
R1.0	13.6.23	All comments included in draft to go to Reconciliation Australia	CEIH RAP WG
R1.1	18.7.23	Incorporating feedback from Reconciliation Australia	CEIH RAP WG
R2.0	21.12.23	Incorporating feedback from Reconciliation Australia in draft version #2	CEIH RAP WG
R3.0	28.5.24	Incorporating conditional approval requirements	CEIH RAP WG
R3.1	16.7.24	Final version for publication	CEIH RAP WG
R3.2	01.08.24	Minor date changes	CEIH RAG WG

## Reconciliation Australia CEO Statement



Reconciliation Australia welcomes the Commission on Excellence and Innovation in Health in South Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Commission on Excellence and Innovation in Health in South Australia joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the Commission on Excellence and Innovation in Health to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to the Commission on Excellence and Innovation in Health, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Our Acknowledgement

As an organisation committed to fostering reconciliation and advancing Indigenous rights, we acknowledge that our current branding lacks representation of Aboriginal and Torres Strait Islander cultures. While we have received conditional approval from Reconciliation Australia for our Reflect RAP, we recognise the importance of incorporating appropriate Indigenous imagery into our visual resources and messages to honour and respect the traditional custodians of the land on which we operate. We are committed to working collaboratively and walking with Aboriginal and Torres Strait Islander communities to portray our agency in a manner that reflects our vision and work towards reconciliation and celebration of Indigenous culture. This process will be guided by principles of mutual respect, cultural sensitivity, and meaningful engagement with Indigenous communities, leaders, advisors and experts.

## Our Business

The Commission on Excellence and Innovation in Health (CEIH) was established in 2019 and proclaimed as an attached office of the Department for Health and Wellbeing in January 2020 with the CEIH Commissioner reporting directly to the South Australian Minister for Health and Wellbeing. Our vision is to work together, to create better healthcare and health outcomes for all.

The CEIH is the lead agency for improving healthcare in South Australia. Our mission is to support clinical leadership and capability, generate data insights, and provide advice on and enable system and service redesign to support improved performance of our health system and experiences for our community. We do this by seeking novel perspectives and solutions to health system challenges, through partnerships and engagement with clinical, consumer, and other stakeholders to deliver innovative and best practice approaches to healthcare.

Our approach is hands-on, ideas driven, and evidence based. Our 2024 – 27 Strategic Direction articulates our priorities:

- Equitable access to care – design systems that reduce variation in experience and outcomes of care
- Empowered consumers – engage consumers, carers and community in design, delivery and evaluation of services
- Environmental sustainability – reduce system impact on climate change and identify opportunities to adapt to its impact
- Workforce sustainability – advocate for safe, healthy, thriving workplaces and facilitate a system level approach to workplace wellbeing
- Economic prosperity – contribute to improvement in the social gradient and its impact on health outcomes.

The CEIH is a small agency, with less than 50 full-time equivalent staff. Our remit and sphere of influence is predominantly confined to South Australia, but we do have connections and partnerships with organisations across Australia and beyond. We aim to help South Australia position itself as a global leader in health.

As at June 2024 we have one staff member who identifies as having Aboriginal heritage, and no staff members who identify as Torres Strait Islander. Our intention is to become an employer of choice for Aboriginal and Torres Strait Islander people. To that end, we will evaluate our recruitment advertisements for unconscious bias and language that may discourage Aboriginal and Torres Strait Islanders from applying for roles with the CEIH. Where possible, pro-active engagement with Aboriginal communities and networks will be established to achieve this and to demonstrate pathways for Aboriginal people working in the health industry.

## Our Reconciliation Action Plan (RAP)

The CEIH acknowledges the historical and ongoing impacts of colonisation on Aboriginal and Torres Strait Islander peoples. These impacts include discrimination, reduced access to resources and opportunities to participate equally and equitably in all facets of life in Australia. In this light, the CEIH will continually strive to rectify and remove systemic biases and disadvantage in our work on health system redesign, advocating for timely provision of culturally responsive healthcare for all Aboriginal and Torres Strait Islander peoples.

We believe developing a RAP articulates our commitment to engaging and building relationships with Aboriginal and Torres Strait Islander peoples in inclusive and culturally sensitive ways, that acknowledges and respects their authority and sovereignty, celebrates and honours their cultures, and leads to improved healthcare and health outcomes. We acknowledge that Reconciliation is about much more than healthcare and health outcomes. We believe that Reconciliation underpins the formation and nurturing of trusting relationships between Aboriginal and Torres Strait Islander peoples and all other Australians.

The CEIH RAP aims to ensure that:

- Principles of healing and harmony underpin our approach to reconciliation and relationships
- Aboriginal and Torres Strait Islander cultures and sovereignty are understood, respected and celebrated in all their forms and expressions
- The impact of the past on the present and future is known, recognised and reconciled
- Relationships are strengths-based and nurtured through values of togetherness, trust, compassion and inclusivity
- Reconciliation is considered and prioritised in all thoughts, statements and actions
- Time and space are afforded to all staff, in all contexts, to invest in our reconciliation journey.

Reconciling in a meaningful and respectful way with Aboriginal and Torres Strait Islander peoples is a necessary step to move forward as a country and inclusive society. Each of us should be moving towards Reconciliation within our sphere of influence. As such the CEIH commits to doing what it can within its sphere of influence in ways that are culturally respectful, sensitive and that work towards achieving equity and reconciliation.

Reconciliation means we are focused on authentically revisiting the past through the eyes of all our respective ancestors, compassionately listening to each other's present lived experiences, and genuinely investing in relationships that benefit everyone's future.

Our workplace has a strong appreciation of the forces and factors that impact Aboriginal and Torres Strait Islander peoples, particularly when it comes to accessing high quality healthcare in an equitable and inclusive manner. The CEIH provides guidance and direction to stakeholders across the healthcare continuum and aims to improve quality of care across the state. To achieve this aim, dedicated commitment to improving health outcomes and experiences for Aboriginal and Torres Strait Islander peoples is required. For the CEIH to be able to provide industry leadership in this context, staff need to be supported to understand Aboriginal and Torres Strait Islander cultures, recognise how and where disparities exist, and to apply suitable practices that account for cultural considerations. The RAP provides our agency with a public statement about our commitment to improve outcomes for Aboriginal and Torres Strait Islander peoples and provides a framework through which we aim to achieve it.

The creation and implementation of the RAP is an undertaking that will affect all staff working for the CEIH. The CEIH registered intent to create a Reflect RAP in July 2022. A Reconciliation Action Plan Working Group (WG) was established, with support from the CEIH Commissioner. The current Executive Sponsor is the Executive Director, Clinical Informatics and Innovation, who is a member of the RAP WG with each RAP WG member also considered CEIH RAP Champions. The other members of the RAP WG at the time of this Reflect RAP are:

- Patient Reported Measures - Implementation Manager (Chair)
- Patient Reported Measures - Implementation Manager
- Patient Reported Measures - Implementation Manager
- Innovation Manager – Clinical Informatics and Innovation
- Project Manager – Partnerships
- Project Support Officer – Clinical and Consumer Partnerships.

CEIH staff outside of the RAP WG have been encouraged to be actively involved in the creation of our inaugural Reflect RAP and implementation is intended to be a joined-up, agency-wide effort. There are currently no members of the CEIH RAP WG who identify as First Nations people. We will engage cultural consultants as required through the implementation of this RAP. We also plan to approach any Aboriginal and Torres Strait Islander people who are stakeholder members of our Clinical and Consumer Networks, seeking their input as we work through implementation of the RAP.



The CEIH's reconciliation journey to date comprises the following:

Activity	Description	Date of Completion
Establishment of CEIH RAP WG	RAP WG established – including membership, fortnightly meetings and Terms of Reference	August 2022
Development of Reflect RAP Draft	Completion of RAP template, provided by RA	August 2022 - May 2023
Cultural Sensitivity and Cultural Respect Training	All CEIH staff provided with the opportunity to participate in Cultural Sensitivity and Cultural Respect training, provided by Bookabee	September 2022
Development of high-level project plan	High level tasks entered and assigned to RAP WG members on Monday.com project management tool	October 2022
CEIH Acknowledgement Statement	Prepare and distribute CEIH draft statement acknowledging effects of colonisation and how we intend to account for systemic bias in our work	October 2022
'Our Vision'	Preparation and dissemination of 'Our Vision' statement to CEIH	October 2022
Presentation – Aboriginal and Torres Strait Islander Nations of South Australia	RAP WG delivered presentation to CEIH on Aboriginal and Torres Strait Islander Nations of South Australia	November 2022
Review of Project Lifecycle and Partnerships Templates	Review of CEIH Project Lifecycle and Partnerships Templates for cultural considerations	November 2022
Building cultural understanding	CEIH staff undertook the Adelaide Kurna walking trail	July 2023
Improving relationships with Aboriginal and Torres Strait Islander stakeholders	CEIH exploration activity for how the agency can improve our approach to better consider the needs of Aboriginal and Torres Strait Islander consumers, carers and community by fostering strengthened relationships through our work and business functions	August 2023
Final Reflect RAP Endorsed Submission	Incorporated all RA comments and finalise Reflect RAP Plan, including publication on the CEIH website	July 2024

#### CURRENT IDENTIFIED RELATIONSHIPS

The CEIH has a positive relationship with the Department for Health and Wellbeing's Aboriginal Health Unit including a previous partnership for the Aboriginal Health Data Collective in South Australia. A key strategy in our inaugural Reflect RAP will be to build and strengthen relationships with Aboriginal and Torres Strait Islander stakeholders, including the Aboriginal Health Unit, and organisations to support reconciliation and improved health equity through our work. The CEIH has a number of established relationships but recognises this is a priority area for future development, including through our Statewide Clinical Networks and partnerships for innovation across the healthcare sector.



RELATIONSHIPS

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.	December 2024	Lead: Executive Sponsor, RAP WG
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	Director, Partnerships
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all CEIH staff.	May 2025	Chair, RAP WG
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025	Chair, RAP WG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025	Lead: Executive Sponsor, RAP WG Support: Chair, RAP WG
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff and external stakeholders.	December 2024	Lead: CEIH Communications Lead Support: All CEIH staff
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2025	Lead: Director, Partnerships
	Identify like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2025	Lead: Director, Partnerships
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2025	CEIH Wellbeing and Safety Group, Diversity Inclusion and Belonging Lead (WSG)
	Conduct a review of HR (Human Resources) policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2025	Manager, Office of the Commissioner



## RESPECT

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Provide resources for our staff to increase their understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2024	Chair, RAP WG
	Conduct a review of cultural learning needs within our organisation.	February 2025	Chair, WSG
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	August 2025	Chair, RAP WG
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2024	Chair, RAP WG
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	Chair, RAP WG
Build respect for Aboriginal and Torres Strait Islander cultures and histories through a range of events and celebrations (i.e.: NAIDOC Week).	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2024 & 2025	Chair, RAP WG
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2024 & 2025	Chair, RAP WG
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024 & 2025	Executive Sponsor, RAP WG



## OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review the CEIH Job and Person specifications and the language used in recruiting advertisements to ensure inclusive language is used and checked for unconscious bias. Seek cultural advice as required for this action.	March 2025	CEIH Executive team; Office of the Commissioner
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	CEIH Executive team; Manager, Office of the Commissioner
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	October 2025	CEIH Executive team; Manager, Office of the Commissioner
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.	November 2024	Manager, Office of the Commissioner
	Investigate Supply Nation membership.	April 2025	Chair, RAP WG
	Propose a whole of sector purchasing policy that directs purchasers to local Aboriginal businesses in the first instance, irrespective of the value of the spend.	October 2025	Executive Sponsor, RAP WG



## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain a RAP WG to govern RAP implementation.	'RAP health check' in November 2024; and May 2025	Chair, RAP WG
	Review and update the Terms of Reference for the RAP WG.	August 2024	Chair, RAP WG
	Establish Aboriginal and Torres Strait Islander representation on the RAP WG.	By October 2024	Chair, RAP WG
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2024	Chair, RAP WG
	Engage senior leaders in the delivery of RAP commitments.	Report to CEIH Executive – December 2024; and June 2025	Chair, RAP WG
	Maintain a senior leader to champion our RAP internally.	'RAP health check' in November 2024; and May 2025	Commissioner, CEIH
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2024	Chair, RAP WG
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	July, annually	Chair, RAP WG
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	Chair, RAP WG
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Chair, RAP WG
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	Chair, RAP WG

**Contact details:**

*Name:* CEIH Office of the Commissioner

*Phone:* (08) 8226 0883

*Email:* CEIH@sa.gov.au