



HEPATITIS QUEENSLAND

Innovate Reconciliation Action Plan
January 2023 – December 2024



Reconciliation Australia commends Hepatitis Queensland on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Hepatitis Queensland to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Hepatitis Queensland will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.



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. Hepatitis Queensland is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Hepatitis Queensland's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

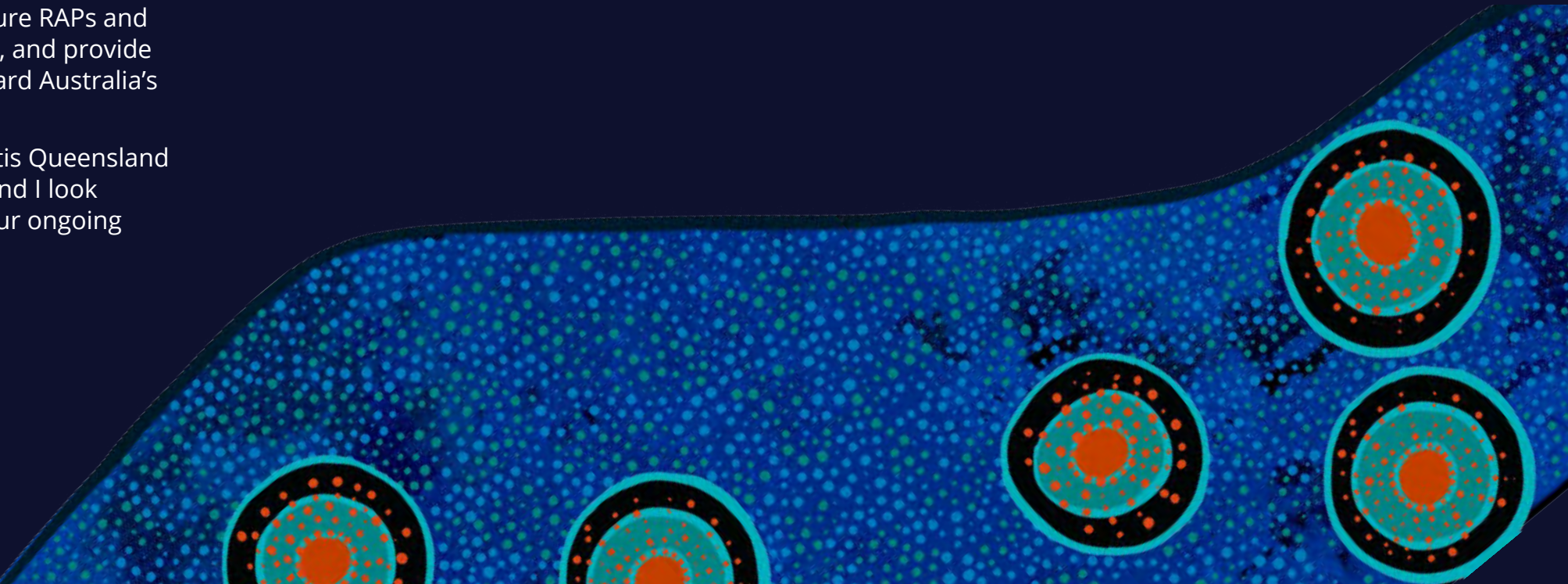
Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Hepatitis Queensland on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

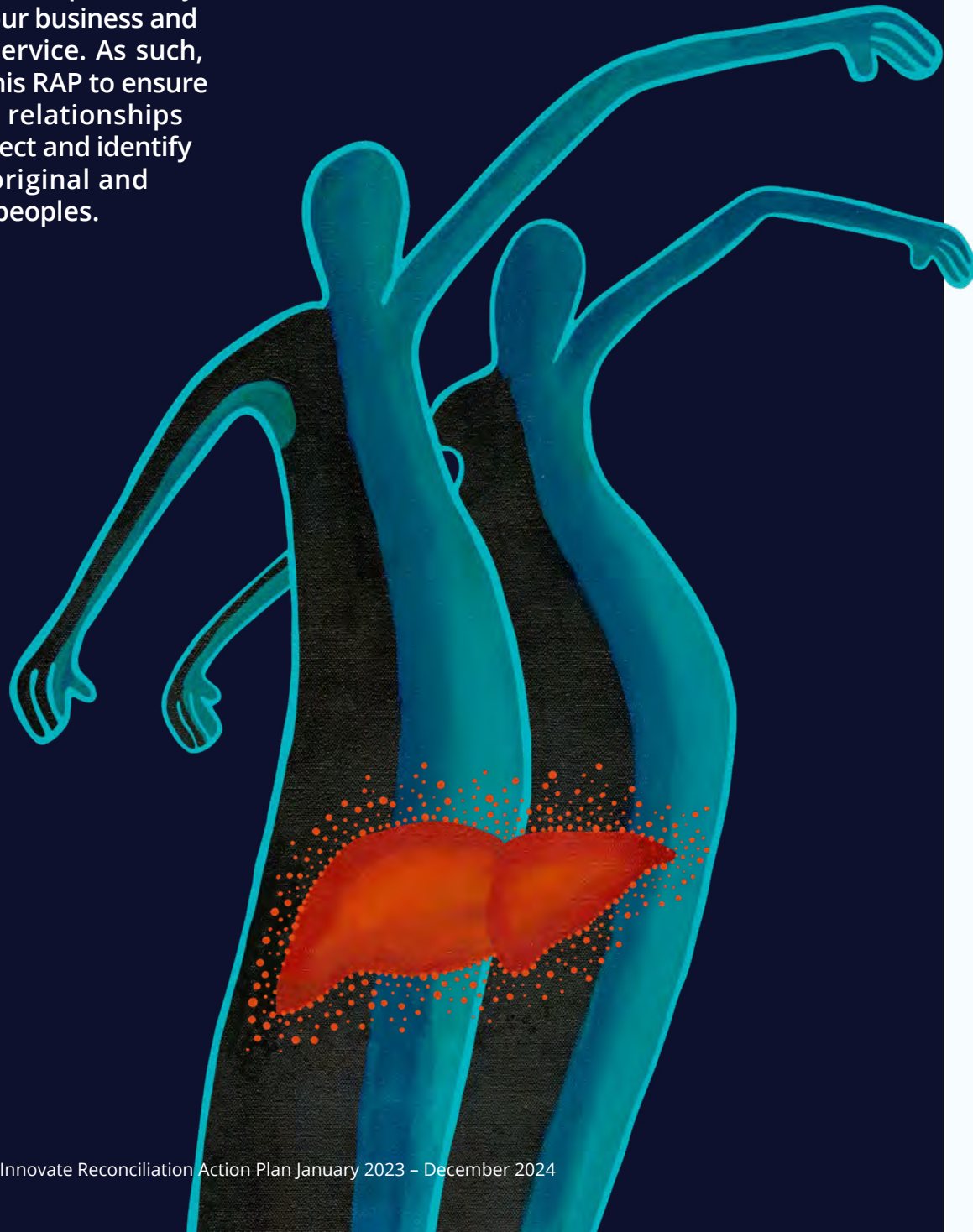
CONTENTS

Our Vision	4
Our Business	5
Our RAP	6
Relationships	8
Respect	10
Opportunities	12
Governance	14



OUR VISION

Hepatitis Queensland's (HQ) vision for reconciliation is to create liver health equality between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. As an organisation, HQ holds values such as inclusiveness and responsibility that are at the core of our business and the communities we service. As such, we are implementing this RAP to ensure we can foster greater relationships with, demonstrate respect and identify opportunities for, Aboriginal and Torres Strait Islander peoples.



OUR BUSINESS

Hepatitis Queensland (HQ) is a not-for-profit, community-based organisation dedicated to improving health and social outcomes for Queenslanders affected by or at risk of viral hepatitis and liver disease. HQ was established in 1995 as the Hepatitis C Council of Queensland providing support groups for communities and families affected by hepatitis C and soon evolved into an active organisation providing vital services to the community and offering a voice for awareness and change.

In 2010 our name changed to Hepatitis Queensland, signalling our evolution to an incorporated entity providing funded services to the community and stakeholders. It also acknowledged and embraced the importance and inclusion of all forms of viral hepatitis. Without forgetting where we came from, as a small group of affected community members, we constantly innovate and adapt to the changing health environment and today have broadened services to encompass viral hepatitis and liver health.

Here at HQ, we are committed to delivering better liver health for ALL Queenslanders. We do this through delivering projects that drive change and advocating by creating powerful, engaging content and resources. We work to empower and educate Queenslanders to understand the challenges of living with viral hepatitis while thinking outside the box to break stigma and barriers associated with hepatitis.

Aboriginal and Torres Strait Islander peoples have a higher prevalence of hepatitis B than non-Indigenous people at 4%. Hepatitis C has an estimated prevalence of 1% for non-Indigenous people yet rates for Aboriginal and Torres Strait Islander peoples are 4 times higher. HQ is committed to reducing the substantial health inequalities that exist for Aboriginal and Torres Strait Islander peoples living with viral hepatitis and liver disease. Liver cancer rates in Aboriginal and Torres Strait Islander communities are also significantly higher than non-Indigenous communities. According to Cancer Australia, the liver cancer rates in Aboriginal and Torres Strait Islander populations were 15.5 per 100,000 compared to 6.4 per 100,000 of non-Indigenous populations. This two-fold higher cancer prevalence in Aboriginal and Torres Strait Islander communities is leading to an increase in disease burden and gap in life expectancy experienced by Aboriginal and Torres Strait Islander peoples. HQ acknowledges that hepatitis B has been endemic in Aboriginal and Torres Strait Islander communities for more than 60,000 years. We recognise the resilience of communities to manage this chronic health condition, originally known as the Australia antigen.¹

HQ has developed ground-breaking outreach programs to engage with our diverse communities, including Aboriginal and Torres Strait Islander peoples. We partner with Governments, the public and private sector to change public policy and behaviours related to hepatitis and to foster a greater public awareness of the urgent issues for people living with viral hepatitis in Queensland.

HQ has a state-wide brief and works to reach all Queenslanders. Our office is based in Coorparoo, Brisbane and currently employs 9 staff members, with an equivalent of 6.7 FTE. HQ has recently employed an Aboriginal and Torres Strait Islander Cultural Liaison Officer to join our workforce on a casual basis. This position was created to ensure that the people delivering HQ's services reflect the people accessing HQ's services. Currently, HQ's Cultural Liaison Officer is the only Aboriginal and Torres Strait Islander staff member employed by HQ.

1. Yuen, et al. (2019). 'Tracing Ancient Human Migrations into Sahul Using Hepatitis B Virus Genomes' Molecular Biology and Evolution 36(5), 942-954. doi:10.1093/molbev/msz021

OUR RAP

Hepatitis Queensland (HQ) staff learn, live and work upon the land and waterways of the Jaggara and Turrubal peoples and acknowledge the Traditional Owners of the lands across Queensland. HQ staff acknowledge that sovereignty was never ceded, we understand that the work we undertake in Queensland is grounded within the love, courage, creativity and resilience of previous Aboriginal and Torres Strait Islander activists, advocates, and community leaders. We value the cultures, histories and traditions that are important components of the identity of Aboriginal and Torres Strait Islander peoples and acknowledge that these essential elements contribute to the social and emotional well-being of Aboriginal and Torres Strait Islander peoples.

HQ has taken the first steps in our reconciliation journey through the implementation of our Reflect RAP, which was launched in 2020. We see the RAP framework as an opportunity to leverage our experience and expertise to work with Aboriginal and Torres Strait Islander peoples to achieve better health outcomes and follow best practice as our organisation moves into the future. During our Reflect RAP, we identified local relationships and successful engagement models that have now been cemented in wide activities and projects within HQ. The journey taken between the first RAP to now has allowed us to embed our local understanding and identify opportunities for ongoing engagement with Aboriginal and Torres Strait Islander peoples, communities, and organisations.

Since our last RAP, HQ senior leaders and staff have implemented the following:

- Attended cultural training day delivered by 2Spirits
- All new staff members working within any service in HQ undergo induction on our RAP
- HQ RAP working group have communicated significant cultural days and events to all staff through an internal staff newsletter
- At an operational level, there have been a variety of projects undertaken, to engage the people we work with and the wider community in the reconciliation journey as well as informing our program delivery to Aboriginal and Torres Strait Islander peoples.

• **Case Study:** After the B Stronger project, HQ established the Aboriginal and Torres Strait Islander Liver Health Advisory Committee. All steering committee members established for B Stronger, joined the Advisory Committee, and members expanded even further. HQ felt this was a great reflection of the success connecting with Aboriginal and Torres Strait Islander stakeholders and individuals achieved through B Stronger and our respectful and mutually beneficial approach to forming such relationships. This is further evident in the discussions that flow freely, with each committee member feeling comfortable to share their journeys or thoughts amongst the group.

- HQ's recently updated constitution created an identified position on the board that we wish to fill by the last half of 2022. We will continue to engage a diversity of cultural advice and governance on projects.

To develop our Innovate RAP, we have reflected on our original RAP and acknowledged the successes and challenges we faced from an implementation and longevity perspective. Some successes HQ has witnessed since developing our Reflect RAP include:

- Creating an employment opportunity and increasing representation of Aboriginal and Torres Strait Islander peoples across our workforce with a Cultural Liaison Officer position and an identified position on HQ's board.
- The integration of our Cultural Liaison Officer's presence at our outreach clinics, which improves the availability of culturally safe engagement for Aboriginal and Torres Strait Islander clients.
- Overall increase in cultural awareness and appreciation for all HQ staff, and introduction of important cultural protocols, including Acknowledgement of Country at the beginning of internal meetings and acknowledgement plaque for our office and outreach clinics.
- The implementation of an advisory committee as part of our Aboriginal and Torres Strait Islander hepatitis B health promotion project (B Stronger), including organisations and peoples that represent the

interests of Aboriginal and Torres Strait Islander health, for ongoing consultation throughout the project life.

- Staff engaged in weekly meetings throughout the development and implementation of both the Reflect and Innovate RAP, which has created an opportunity to regularly discuss reconciliation across all business activities.

The main challenge HQ has faced in our reconciliation journey was COVID-19, which limited the traditional ways we would engage with Aboriginal and Torres Strait Islander communities, including local Elders. To overcome this issue HQ engaged in new ways of working with Community, including digital consultations and liaising directly with community-controlled health services. Through the learnings of HQ's Reflect RAP, HQ has enhanced our cultural sensitivity and understanding of cultural protocols. For example, respecting Sorry Business and following the lead of Community. Employment of HQ's Aboriginal and Torres Strait Islander Cultural Liaison Officer further strengthens our connections with key stakeholders in the community.

As a community service provider, we have an opportunity to serve the Aboriginal and Torres Strait Islander communities we work with in a culturally appropriate way. We anticipate that through developing and implementing the Innovate RAP, we will be able to better understand the health and wellbeing needs of Aboriginal and Torres Strait Islander peoples, and from this, implement steps

to enable us to enhance health service delivery to ensure that all Australians – including Aboriginal and Torres Strait Islander peoples – are able to receive equitable access to testing, prevention and treatment options for viral hepatitis. Wherever possible, we will partner with Aboriginal and Torres Strait Islander organisations to deliver programs and services to Aboriginal and Torres Strait Islander communities.

The RAP is being led and developed by our RAP working group, which includes representatives from all areas of our operations, including our CEO, Programs Manager, Project Officer, and Cultural Liaison Officer, who identifies as an Aboriginal and Torres Strait Islander person and has previous history working with the organisation. Our RAP Champion is our CEO, who will oversee and drive the implementation of our RAP, guided by the RAP working group who will collectively mentor others throughout the organisation to further contribute and drive our RAP implementation. As part of the implementation of our Innovate RAP, we will seek to include more diverse perspectives from Aboriginal and Torres Strait Islander peoples in our Reconciliation Working Group.

Our Innovate RAP will seek to:

1. Collaborate more deeply with a diversity of Aboriginal and Torres Strait Islander peoples in the design and delivery of our programs. We will achieve this with the creation and implementation of an Aboriginal and Torres Strait Islander Hepatitis and Liver Health Advisory Committee, that will provide consultation on all projects delivered to

Aboriginal and Torres Strait Islander communities. HQ will also make a commitment to employ an Aboriginal and Torres Strait Islander graphic designer, where appropriate, for Aboriginal and Torres Strait Islander resource development.

2. Establish and develop respectful, trusting, and mutually beneficial relationships with Traditional Owner Groups and Aboriginal and Torres Strait Islander communities across Queensland, and other critical Aboriginal and Torres Strait Islander stakeholders within the health sector.
3. Increase cultural competency of HQ staff by increasing our knowledge of Aboriginal and Torres Strait Islander cultures, histories and contemporary issues.

HQ has seen the benefits of the implementation of our Reflect RAP and is excited to take the next step in reconciliation with Aboriginal and Torres Strait Islander peoples. The benefits that HQ has seen during the life of our Reflect RAP include an increased number of people accessing our services who identify as Aboriginal and Torres Strait Islander through the Community Corrections Hepatitis C Testing and Treatment project and the B Stronger project. Increased knowledge of Aboriginal and Torres Strait Islander histories and cultures amongst staff have improved confidence to engage with Community, and stakeholders have recognised HQ for our ability to deliver culturally safe services.

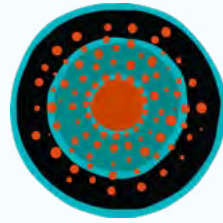
RELATIONSHIPS

Inclusion is a core value of Hepatitis Queensland (HQ), however inclusion cannot be achieved without safe and trusting relationships. Trusting relationships are crucial for open and honest conversations about what individuals and communities need and how HQ can assist in achieving these goals. Our strategic priority of providing patient-centred, peer-informed and safe services means that we must ensure our activities are culturally appropriate, which can only be achieved through strong relationships, and an ongoing commitment to consultation and feedback from communities. HQ provides expertise and capacity development in viral hepatitis and liver health to close the gap in health outcomes in partnership with Aboriginal and Torres Strait Islander Community Controlled Health Organisations (AICCHOS). Our relationship with Queensland Aboriginal and Islander Health Council (QAIHC) facilitates relationship building at a strategic level with AICCHOS. HQ and QAIHC have collaborated to achieve systems change.

Focus area: Patient-centred, peer-informed, safe services

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2023	Project officer
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2023	Programs manager
	• Invite an Aboriginal and Torres Strait Islander person to the HQ Community Advisory Committee.	December 2023	Programs manager
	• Maintain strong relationships with QAIHC Sexual Health Coordinator at a strategic level.	June 2023, 2024	Project officer
	• Deepen collaboration with services including AICCHOS which provide health care to Aboriginal and Torres Strait Islander peoples.	June 2023, 2024	Project officer
Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	Project officer
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2023, 2024	Programs manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2023, 2024	CEO
	• Organise at least one NRW event each year.	27 May- 3 June 2023, 2024	Project officer
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	Project officer
	• Encourage all HQ Board members to participate in NRW activities.	May 2023, 2024	CEO

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2024	Programs manager
	• Communicate our commitment to reconciliation publicly.	June 2023	CEO
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2023	CEO
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	March 2024	CEO
	• Circulate the RAP to all employees each year as part of NRW.	May 2023, 2024	CEO
	• Provide a copy of the RAP as part of the standard induction process for all new employees.	January 2023	Administration manager
	• Invite a speaker on reconciliation to a HQ Board meeting.	August 2023	CEO
	• Discuss the benefits of developing HQ's RAP with other partner organisations to encourage the development of their own RAP.	September 2023	CEO
Promote positive race relations through anti-discrimination strategies.	• Host an annual lunch and learn session to educate staff on the aims of the Uluru Statement from the Heart.	May 2023, 2024	Programs manager
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2024	CEO
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	January 2024	CEO
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2024	CEO
Create new processes to strengthen community partnerships.	• Educate senior leaders on the effects of racism.	December 2023	CEO
	• Provide sponsorship to Aboriginal and Torres Strait Islander Community Controlled Health Services for World Hepatitis Day.	July 2023, 2024	Programs manager
	• Within existing programs fund at least one Aboriginal and Torres Strait Islander community-controlled health service to deliver their community-led awareness-raising events.	June 2023, June 2024	Programs manager
	• Meet with AICCHOs each year to collaborate on shared goals for community-led awareness-raising efforts.	May 2023, May 2024	Project Officer



RESPECT

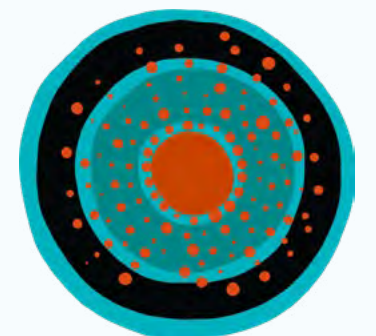
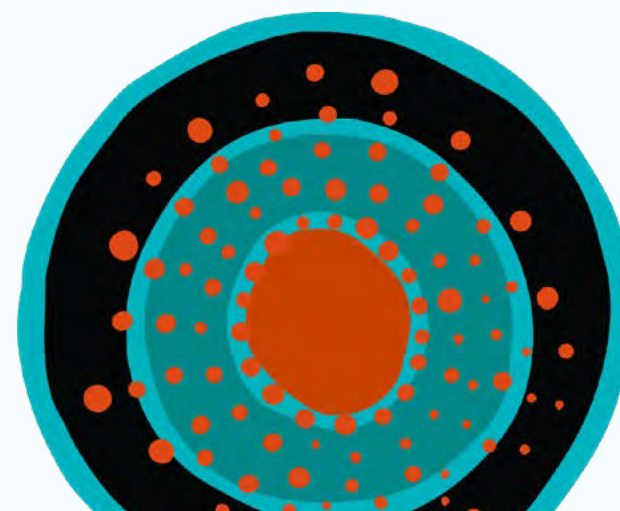
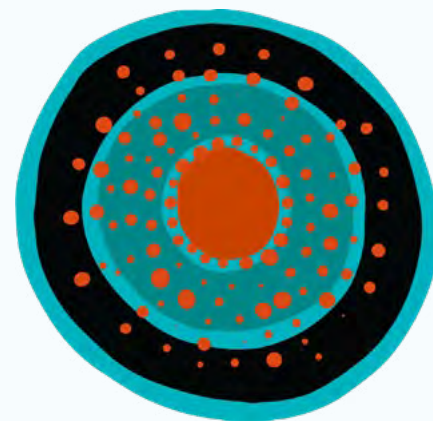
Hepatitis Queensland (HQ) seeks to engage Aboriginal and Torres Strait Islander peoples in testing and treatment for viral hepatitis. To do this effectively, HQ must operate with an understanding of historical and cultural factors. Creating an environment where Aboriginal and Torres Strait Islander peoples are comfortable to access our services requires all staff to appreciate cultures, histories, and beliefs and how they can impact engagement in care. An appreciation of the diversity of Aboriginal and Torres Strait Islander cultures is also required to effectively engage with communities across the state of Queensland.

Through the learning and adoption of cultural protocols, we will create an organisation that is viewed by Aboriginal and Torres Strait Islander peoples as a respectful, safe, and effective service. Our staff will be more confident to engage with Aboriginal and Torres Strait Islander peoples and engage in conversations about reconciliation outside of the workplace.

Focus area: Patient-centred, peer-informed, safe services

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	May 2023	CEO
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	August 2023	CEO
	• Develop, implement and communicate a cultural learning strategy for our staff.	January 2024	CEO
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2024	Programs Manager

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023	Programs Manager
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2023	Project officer
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2024	Programs Manager
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2023	Programs Manager
	• Commission a Welcome to Country video for online events.	October 2023	Project officer
	• Produce an Acknowledgement of Country plaque for display at front desk.	January 2023	Administration officer
	• Improve visibility of Aboriginal and Torres Strait Islander signs and symbols acknowledging local culture at outreach events.	May 2023	Programs Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, 2024	Programs Manager
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2023, 2024	CEO
	• Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023, 2024	Programs Manager
	• Encourage all HQ Board members to participate in NAIDOC week.	July 2023, 2024	CEO
	• Participate in an external NAIDOC event through a stall position at either Musgrave Park, Ipswich NAIDOC Family and Cultural Celebration or Koobara Kindy NAIDOC Celebrations.	July 2023, 2024	Project officer



OPPORTUNITIES

Hepatitis Queensland (HQ) understands the importance of creating opportunities with Aboriginal and Torres Strait Islander peoples throughout the whole process of conducting our business, to contribute towards improving the disparities in employment opportunities between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Aboriginal and Torres Strait Islander peoples and stakeholders offer Aboriginal and Torres Strait Islander client’s representation and opportunity for meaningful connection throughout our business activities, including at community events and outreach clinics.

HQ believes that creating employment opportunities for Aboriginal and Torres Strait Islander peoples within our organisation means that our staff will more closely represent the clients we seek to serve. This diversity will result in increased engagement of Aboriginal and Torres Strait Islander peoples with our services, increasing our organisational effectiveness and improving liver health outcomes for Aboriginal and Torres Strait Islander clients. HQ’s Aboriginal and Torres Strait Islander Cultural Liaison Officer supports all aspects of our work and assists with outreach events. We acknowledge and greatly benefit from the diversity of different perspectives that our Cultural Liaison Officer and other Aboriginal and Torres Strait Islander stakeholders offer.

HQ is committed to working with community to improve health outcomes, and with these opportunities, we have the capability to create programs that are the most effective and suitable to ALL clients and communities we work with.

Focus area: Organisational capability and sustainability

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	April 2023	CEO
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander advisors to consult on our recruitment, retention and professional development strategy. 	January 2024	CEO
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	January 2024	CEO
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	May 2024	CEO
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	October 2023	CEO
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	September 2024	CEO
	<ul style="list-style-type: none"> Create and fill an identified position on the Board. 	January 2023	CEO
	<ul style="list-style-type: none"> Employ an identified Cultural Liaison Officer. 	January 2023	CEO
	<ul style="list-style-type: none"> Employ an Aboriginal and Torres Strait Islander graphic designer, where appropriate, for all Aboriginal and Torres Strait Islander resources. 	June 2023, June 2024	Programs manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	December 2024	CEO
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	January 2024	CEO
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	September 2024	CEO
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	September 2024	CEO
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and Torres Strait Islander businesses. 	September 2024	CEO
Improve service delivery to ensure culturally safe and appropriate care.	<ul style="list-style-type: none"> Undertake stakeholder mapping of services and community-based organisations that HQ can connect clients with and seek support from to ensure culturally appropriate care. 	June 2023	Project officer
	<ul style="list-style-type: none"> Establish and maintain an Aboriginal and Torres Strait Islander Hepatitis and Liver Health Advisory Committee. 	January 2023	Programs manager
	<ul style="list-style-type: none"> Ensure representation of Aboriginal and Torres Strait Islander peoples at our Community Corrections outreach clinics with attendance from our Cultural Liaison Officer. 	June 2023, June 2024	Programs manager



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2024	Project officer
	• Establish and apply a Terms of Reference for the RWG.	January 2023	Project officer
	• Increase and diversify Aboriginal and Torres Strait Islander representation on RWG through invitations to local Elders.	June 2024	Programs manager
	• Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2023, 2024	Project officer
Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March 2023	Programs manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2023	CEO
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2023	Programs manager
	• Appoint and maintain an internal RAP Champion from senior management.	January 2023	CEO
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 2023, 2024	Programs manager
	• Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2023, 2024	CEO
	• Publicly report our RAP achievements, challenges and learnings, annually.	Annual report, October 2023, 2024	CEO
	• Conduct an internal evaluation of our RAP deliverables and outcomes achieved upon the completion of our Innovate RAP.	November 2024	CEO
	• Report RAP progress to the Board at every meeting.	February, May, August, November 2023, 2024	CEO
Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	December 2024	CEO



About our cover art

Nigooli Designs

Nicky Newley-Guivarra (Nigooli) was born in 1967 and is a Wuthathi woman and gifted painter. Her family heritage on her Grandmothers side is from Shelburn Bay, Cape York Peninsula and from her Grandfathers side from Murray Island in the Torres Strait Islands. Nicky currently resides in Brisbane with her family. Nicky possesses a natural strength in her desire to paint and the themes within her work reflect culture, spirituality and life experiences. Nigooli Art is a unique and dynamic fusion of traditional and contemporary themes, often encompassing the spirit of saltwater and deep ocean themes, and reflections upon culture and life as taught to her by her grandfather. Nigooli works with primary contemporary acrylic or ink on canvas and sand as a medium.

Artwork name: *Vision*
Medium acrylic and ink on canvas

Artwork context

This artwork is inspired by Hepatitis Queensland's (HQ) commitment towards reconciliation and the pathway needed to achieve better liver health outcomes for Aboriginal and Torres Strait Islander peoples.

The two figures in the middle represent the leadership, knowledge and cultural safety that is provided by HQ's Aboriginal and Torres Strait Islander Cultural Liaison Officer (left) and HQ's CEO (right). It is a two-way learning process that is vital to achieve meaningful engagement with Community and long-lasting outcomes. The three figures to the left, represent the HQ staff, working in harmony to deliver culturally safe and informative services.

The sun featured in HQ's Reflect Reconciliation Action Plan artwork, *Moods*, has been carried over to this artwork, to represent the continued strength and resilience of Aboriginal and Torres Strait Islander peoples and communities. Similarly, it also represents HQ's commitment to strengthen

relationships with Community, a key part of our Innovate RAP. The movement and orange dot work throughout the top section of the painting represent HQ's commitment to connect with a diversity of Aboriginal and Torres Strait Islander peoples to inform HQ's service delivery across Queensland.

The orange pathway that moves from left to right, represents Country and the water holes. The blue dot work throughout the bottom section of the artwork, represents the Torres Strait Islands and the diversity in the islands themselves, the communities and peoples.

The orange dot work around the liver represents the sharing of knowledge, and HQ's work to educate and engage Aboriginal and Torres Strait Islander communities. These communities are represented by the six circles across the bottom of the artwork.

CONTACT DETAILS

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