

Reflect

Reconciliation Action Plan (RAP)

April 2021- April 2022



RECONCILIATION
ACTION PLAN

REFLECT

hbf

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About the Artist

Artist: *Caroline Numina Napananka*

Region: *Utopia, Northern Territory*

Title: *Bush Medicine Leaves Dreaming*



Caroline is an emerging Aboriginal artist who hails from Anmatyerre country in the Northern Territory. Born in 1975 at Stirling Station near Tennant Creek and educated in Alice Springs, Caroline began painting in 1981, under the direction of her aunts Kathleen and Gloria Petyarre who are both internationally acclaimed artists. Caroline lives in Darwin with her husband and four children.

One of six girls, Caroline was taught the traditional stories by her relatives. Caroline

paints the stories of her heritage, including bush medicine dreaming and bush tucker, mountain devil lizard, honey ant, emu, and kangaroo dreaming in exquisite detail and striking colors.

The flowing motion and undulating rhythm of the bush medicine leaves reflects their importance in traditional Aboriginal culture. The bush medicine leaves come from the Kurrajong tree and are highly prized for their restorative and healing powers. During the life of the plant, the leaves change color and exhibit different medicinal properties. Women from the Anmatyerre region gather the leaves to be used in traditional bush medicines. The leaves are boiled and mashed with animal fats (emu or kangaroo) making a medicinal poultice or paste which can last for many months. The paste is applied to the skin to heal a multitude of afflictions such as bites, wounds, skin infections, rashes, and skin cancer. The leaves are also steeped in hot water to make an infusion or healing tea.

The artists who paint this story represent the leaves as they float to the ground. The leaves are very fine and are painted in a dense pattern, all seemingly flowing to the tune of a breeze swirling them in unison.

Artwork Proudly Supplied by
Creative Native Aboriginal Art Gallery
www.creativenative.com.au

CEO's Message



In 2020, during National Reconciliation Week, HBF formally signalled its commitment to reconciliation for the first time. We acknowledged that as Australians we have, for too long, turned away from our Aboriginal and Torres Strait Islander heritage and from the truth of our past. We also made a commitment to challenge ourselves to do better.

We committed to:

- Embark on a multiyear journey of genuine reconciliation;
- Live up to Our Values of Doing the Right Thing, Being Brave and Working As One;

- Make a lasting contribution to a more united Australia.

Since that time, we have partnered with Reconciliation WA and selected Independent Indigenous Consultancy (Kambarang Services) to guide the development of our inaugural Reconciliation Action Plan (RAP). We sought expressions of interest for an internal RAP Working Group (RWG) to lead the work of seeking to understand the many and varied impacts of dispossession on generations of Aboriginal & Torres Strait Islander people. And, importantly, how we as an organisation can best contribute to reconciliation by building a formal path together.

While I am proud of the foundational steps we have made I acknowledge that if HBF is to be involved in reconciliation, we need to be focused on making a genuine and practical difference. For HBF, our RAP is not about branding or tokenistic gestures. Our approach is focused on building genuine trust and respect with Traditional Owners and leveraging our unique organisational capabilities to make a tangible difference.

Through our Reflect RAP we aim to establish strong foundations for genuine reconciliation within HBF and within our spheres of influence. Over the coming years we will explore and investigate what practical actions, we can take throughout our reconciliation journey, in partnership

with Aboriginal & Torres Strait Islander leaders, to advocate for and influence positive change and outcomes for their people and communities.

The journey to establish HBF's inaugural RAP has been a heartfelt experience, both for the Executive Committee and our RAP Working Group. I sincerely thank all those involved in our RAP process, both internal volunteers and external Aboriginal and Torres Strait Islander peoples elders and community members for their engagement and contributions.

I look forward to ensuring that HBF makes a meaningful and lasting contribution to reconciliation over the years to come.



John Van Der Wielen
Chief Executive
Officer
HBF Health

Reconciliation Australia CEO Message



Reconciliation Australia welcomes HBF to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

HBF joins a network of more than 1,100 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 over 2.3 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 HBF 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 HBF, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

A handwritten signature in black ink, appearing to read 'KM', with a large, stylized loop at the end.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Acknowledgement of Country

HBF acknowledges that our people work in Noongar (Perth Region), Yamatji (Mid West WA), Wongkatha (Kalgoorlie WA), Kulin (South Central Victoria) and Eora (Sydney) Country. We are grateful to be here and acknowledge and honour the Traditional Owners of these various lands. Sovereignty of these lands was never ceded.

In recognition of this, we want to play our part in ensuring that our shared presence

brings genuine benefit to First Nations peoples. In doing so we will work in partnership with Aboriginal & Torres Strait Islander Elders, leaders and representatives to deepen respect, strengthen relationships and create greater opportunities.

Our Business

HBF is a not-for-profit organisation incorporated under the Corporations Act 2001, and a private health insurer under the Private Health Insurance Act 2007.

Founded in Perth in 1941, HBF has provided health insurance to generations of Western Australians. Today, HBF is



OUR PURPOSE

(Why we exist)

To deliver for our members in the moments that matter.

OUR VISION

(What we want to be)

To be Australia's most trusted and valued member-based organisation.

OUR VALUES

(How we behave)

- Members are our reason
- We do the right thing
- We are brave
- We work as one

Australia's second largest not-for-profit health fund, providing hospital, ancillary, and general insurance nation-wide. HBF is a national business, headquartered in Perth and with a satellite office in Melbourne. As of February 2021, HBF employs 1007 employees across Australia. Currently three team members identify as Aboriginal or Torres Strait Islander people.

We are a member-based organisation, with around one million active members. Currently, we do not ask our members if they identify as Aboriginal and Torres Strait Islander people but plan to review this, as we know that understanding this member profile data can help us better support our members and the clinicians who treat them.

Why reconciliation matters to us

We are aware that Aboriginal and Torres Strait Islander people have been subject to very particular and distinct policies and practices of exclusion and disempowerment. Too many continue to experience complex trauma; the direct consequence of intergenerational and community-wide dispossession.

We are committed to working in genuine partnership with First Nations peoples and organisations to improve those outcomes. Remarkably, there is still quite extraordinary strength and resilience amongst Aboriginal & Torres Strait Islander peoples not to mention generosity of spirit. We want to do more than just listen to the generous Welcome to Country that we are offered; we want to respond to that Welcome with a determination to lead in the process of change. We know that this change will only occur:

OUR FOCUS AREAS

- Establishing Relationships
- Demonstrating Respect
- Creating Opportunities

- when we and our members work hard to foster a **relationship** of trust and partnership with Aboriginal people and organisations;
- when we demonstrate that Aboriginal and Torres Strait Islander peoples are genuinely **respected** and that we all know the truth of our nation's recent and ancient past; &
- when we establish the foundations for **opportunities relating to employment, procurement and health partnerships**.

How reconciliation fits into our organisation

HBF's approach to reconciliation is anchored to our approach to Inclusion and Diversity, which is focused on the premise that diverse backgrounds, characteristics and thoughts generate better outcomes than sameness. Also, all people within our workforce should be able to feel a sense of belonging and inclusion, irrespective of their individual beliefs, cultures, or personal characteristics. A diverse and inclusive workplace contributes to employee value and workforce capabilities, which can in turn help drive member value.

As a player in the Australian health sector,

HBF has a long-term vision to make a meaningful difference to the lives of Aboriginal and Torres Strait Islander people. To achieve our vision, Executive General Manager of People & Corporate Affairs, Amy Stanley has been selected as Executive Sponsor to assure the work ahead and drive internal engagement and awareness of the RAP. Further, we know that making a meaningful difference can only be achieved if we are able to establish and sustain external partnerships based on trust.

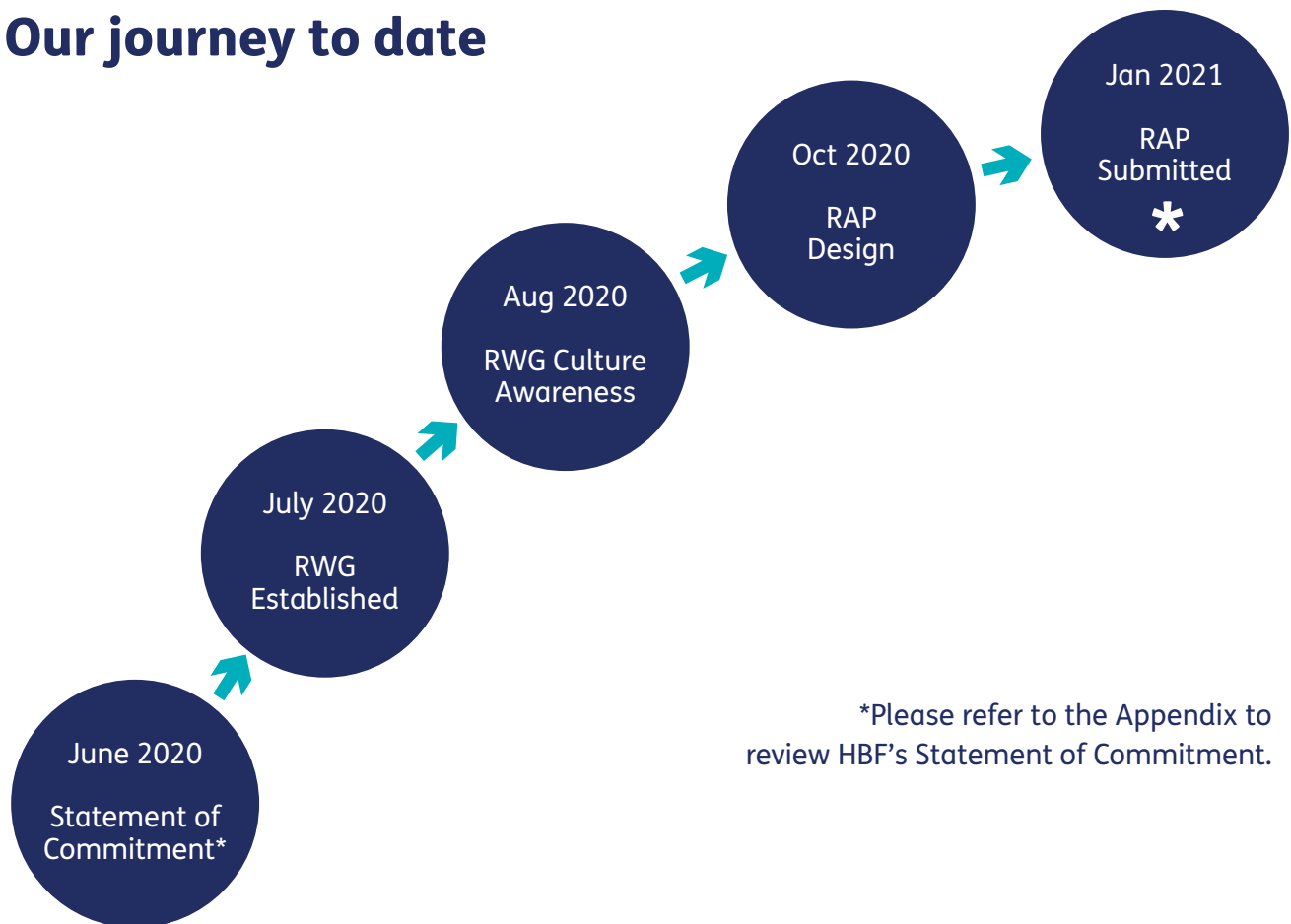
Our first reconciliation steps must be to reflect and lay the foundations for future



change. Therefore, we'll start with a focus on creating awareness, demonstrating respect and building trust with Aboriginal and Torres Strait Islander organisations and peoples. We'll then innovate, stretch

and elevate as we earn trust, and as our organisation capability grows. Genuine reconciliation takes time and patience. We look forward to taking our first steps, together.

Our journey to date



*Please refer to the Appendix to review HBF's Statement of Commitment.

Reconciliation Action Plan



Relationships

	Actions	Deliverable	Responsibility	Timeline
1.1	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.	RAP Initiative Lead	May 2021
		Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	RAP Initiative Lead	June 2021
1.2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Employee Communications Manager	May 2021
		RAP Working Group members to participate in an external NRW event.	RAP Initiative Lead	27 May - 3 June 2021
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	RAP Initiative Lead	27 May - 3 June 2021
1.3	Promote reconciliation	Communicate our commitment to reconciliation	Employee Communications	April 2021

	Actions	Deliverable	Responsibility	Timeline
	through our sphere of influence.	to all staff.	Manager	
		Identify external stakeholders that our organisation can engage with on our reconciliation journey.	RAP Initiative Lead and Community Engagement Consultant	May 2021
		Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	RAP Initiative Lead	August 2021
1.4	Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Head of Employee Experience & Inclusion	October 2021
		Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Lead HR Advisory	October 2021



Art Workshop with Beverley Egan



Senior Management Team representatives at the Reconciliation Training

Danny Ford from Kambarang facilitating Senior Management Team Reconciliation Training



NAIDOC 2020 Bush Tucker Morning Team



Respect

	Actions	Deliverable	Responsibility	Timeline
2.1	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Pilot Reconciliation Readiness Training amongst frontline leaders.	Head of Branch & Corporate Head of Member Contact Centre Learning & Capability Manager RAP Initiative Lead	June 2021
		Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. i.e. incorporating Aboriginal & Torres Strait Islander terminology and art work into HBF assets and activities.	RAP Initiative Lead	June 2021
		Conduct a review of cultural learning needs within our organisation.	Learning & Capability Manager	June 2021
2.2	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our	RAP Initiative Lead	June 2021

	Actions	Deliverable	Responsibility	Timeline
	cultural protocols.	organisation's operational area.		
		Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Employee Communications Manager	June 2021
2.3	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Employee Communications Manager	July 2021
		Introduce our staff to NAIDOC Week by promoting external events in our local area.	RAP Initiative Lead	July 2021
		RAP Working Group to participate in an external NAIDOC Week event.	RAP Initiative Lead	July 2021



NAIDOC Week Opening Ceremony photo featuring members of the Board, Executive Team, Guests, Senior Leadership and RAP Working Group



Acknowledgement to Country Plaque and Bush Medicine Dreaming Art Work unveiling at the NAIDOC week Opening Ceremony



Sandra Harben Noongar Language Speaker performing a Welcome to Country at the NAIDOC Week Opening Ceremony

Opportunities

	Actions	Deliverable	Responsibility	Timeline
3.1	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment and capacity building within our organisation.	Head of Talent Acquisition & Employee Experience	March 2022
		Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Head of Talent Acquisition & Employee Experience	March 2022
3.2	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.	Head of Procurement & Property	March 2022
		Investigate Supply Nation membership.	Head of Procurement & Property	March 2022



Members of the RAP Working Group representing HBF at the NAIDOC Ball 2020



HBF RAP Working Group Representatives at the NAIDOC Week Opening Ceremony



RAP Design Workshop Activity



Governance

	Actions	Deliverable	Responsibility	Timeline
4.1	Establish and maintain effective internal and external committee's to assure RAP delivery and implementation.	Form and maintain a RWG to govern RAP implementation	RAP Initiative Lead	May 2021
		Establish Aboriginal and Torres Strait Islander representation on the RWG.	RAP Initiative Lead	May 2021
		Draft a Terms of Reference for the RWG.	RAP Initiative Lead	June 2021
		Establish External Advisory Committee comprising of Aboriginal & Torres Strait Islander leaders & advocates to help guide HBF's Reconciliation journey and RAP implementation.	RAP Initiative Lead	June 2021
4.2	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	RAP Initiative Lead	May 2021
		Engage senior leaders in the delivery of RAP commitments.	RAP Initiative Lead	May 2021
		Define appropriate systems and capability to track, measure and report on RAP commitments.	RAP Initiative Lead	June 2021
4.3	Build accountability and transparency through reporting RAP achievements, challenges and	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	RAP Initiative Lead	30 Sep 2021

	Actions	Deliverable	Responsibility	Timeline
	learnings both internally and externally.			
4.4	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	RAP Initiative Lead	January 2022

RAP Working Group Representatives

Division	Role	Division	Role	
Finance	Project Director Facilities Manager	Member Experience	Head of Member Contact Center	
Governance & Risk	GM - Business Integrity Assistant Secretary Compliance Analyst		Senior Manager Strategy Manager Production & Ops	
Health	Head of Health Strategy Health Adjacencies Manager Health Services Coordinator Executive Assistant Member Health Coach		Branch Manager Process Expert Team Leader – Member Contact Centre Senior Member Relations Advisor Workforce Optimisation Analyst	
	People & Corporate Affairs		EGM, People & Cor Affairs Capability & Org Design Manager	Sales & Retention Consultant Member Relationship Consultant Process Expert
	Transformation		Change Manager	

Our Partners & Suppliers

HBF would like to express its gratitude to the many partners and suppliers who have guided and supported our Reconciliation journey so far:



Kambarang Services (Danny Ford, Tim Muirhead, Rose Walley) | Richmond Consultancy (Sandra Harben)
 Farley Garlett | Jonathon Ford | Mandy Gadsdon | Marilyn Morgan | Viv Hansen
 Beverley Egan | Caroline Numina Napananka | Geri Hayden | Jack Collard | Ryan Humphries

Appendix

Reconciliation Commitment

27 May 2020 - National Reconciliation Week 2020

Statement of Commitment

HBF is committed to reconciliation with all Aboriginal Australians. True reconciliation enriches us all, and promotes health and wellbeing; general, mental, physical and emotional. As Australians we have, for too long, turned away from our Aboriginal heritage and from the truth of our history. And we have accepted, too easily, the unacceptable health outcomes of so many Aboriginal people. In reconciling, we become a stronger, more united nation and HBF, in line with our guiding values, will contribute to that.

A Reconciliation Action Plan

We recognise that genuine reconciliation is a long journey. Such a journey needs a starting point: we will develop a 'Reflect' Reconciliation Action Plan (RAP) by October 31, 2020. By formally committing to a path of reconciliation framework signifies our commitment to build stronger relationships, deeper respect and increased opportunities.

Developing the Plan

Early steps in developing our Reflect RAP will include:

- Engaging an Aboriginal consultant to guide us in our reconciliation journey.
- Calling for expressions of interest from employees to form a RAP reference group.
- Providing information and training to our Reference Group members, so that they are well equipped to be strong

advocates.

- Engaging Aboriginal Elders, leaders and/or organisations to help guide us.
- Strengthening our partnership with Reconciliation WA, Reconciliation Australia and others in the RAP network.

Foundations for Action

We imagine that, at the very least, this plan will move us towards concrete action in:

- Increasing employee and members' understanding of:
 - › The unique place of Aboriginal Australians.
 - › The truth of our history and it's impacts.
 - › What we can do, individually and together in speeding the work of reconciliation and recovery.
- Increasing cultural experiences for our employees and members through events, protocols, installations and so on.
- Developing meaningful partnerships with Aboriginal and Torres Strait Islander peoples health-related organisations.
- Enhancing opportunities for Aboriginal and Torres Strait Islander peoples employment, business development, creativity and leadership.

Need more information?



Contact Details

Name: Adrian Watson

Email: CorporateAffairs@hbf.com.au

Phone: 0419040807