



Artwork by Jasmine Sarin
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Reconciliation Action Plan

Dec 2025 to Dec 2027





November 2025

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**The Australian Council on Healthcare Standards
Reconciliation Action Plan (Innovate)**

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CONTENTS

1	Acknowledgement of Country
3	Message from our CEO
4	Message from our President
5	Statement from CEO of Reconciliation Australia
7	About the Artwork
10	About the Artist - Jasmine Sarin
11	Who We Are
13	Our Sphere of Influence
15	Our RAP Vision and Journey So Far
17	About our RAP
19	ACHS Reconciliation Action Plan (Innovate)
23	RAP Working Group





ACKNOWLEDGEMENT OF COUNTRY

The Australian Council on Healthcare Standards (ACHS) recognises and acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the lands now known as Australia, and their continuing spiritual connection to land, sea, and sky.

We pay our respects to their Elders, past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

ACHS recognises the historical injustices and enduring impacts of colonisation, as well as past actions and policies that still affect Aboriginal and Torres Strait Islander communities, the guardians of the world's oldest continuous cultures.





MESSAGE FROM OUR

CEO

Dr Karen Luxford
Chief Executive Officer



At ACHS, our commitment to reconciliation is deeply embedded in our values and actions. We have established a passionate and committed RAP Working Group, including Aboriginal members, whose insights have shaped our vision for reconciliation. We are proud to be progressing through our Reconciliation Action Plan (RAP), a meaningful journey that reflects our dedication to building respectful relationships with Aboriginal and Torres Strait Islander peoples.

Our RAP is more than a document—it is a living framework that guides us in creating culturally safe environments, fostering inclusive practices, and amplifying Aboriginal and Torres Strait Islander voices across our organisation. The RAP process continues to deepen our partnerships with Aboriginal and Torres Strait Islander communities, ensuring equity and inclusion remain central to our vision of healthcare excellence.

Through staff engagement, cultural awareness initiatives, and participation in events such as National Reconciliation Week, we continue to deepen our understanding and strengthen our partnerships.

Together, we can ensure our reconciliation efforts are not only sustained but transformative.

Thank you for your ongoing support and commitment.

MESSAGE FROM OUR

PRESIDENT

Prof Len Notaras AO
President,
Board of Directors



As President of ACHS, I am proud to support our organisation's journey toward reconciliation through the development and implementation of our Reconciliation Action Plan (RAP). This initiative reflects our deep respect for Aboriginal and Torres Strait Islander peoples and our commitment to fostering meaningful relationships built on trust, understanding, and shared purpose.

The ACHS RAP is a testament to the dedication of our staff and the RAP Working Group, including Aboriginal members whose voices and perspectives have been central to shaping our vision. Through this plan, we aim to embed cultural safety, promote inclusive practices, and ensure that reconciliation is not just a goal—but a lived experience across our organisation.

We have taken important actions that reflect our belief that reconciliation must be active, visible, and inclusive.

I encourage all members of the ACHS community to embrace this journey—whether through learning, listening, or leading. Together, we can contribute to a more equitable future for all Australians.

Thank you for your commitment to reconciliation and for helping ACHS walk alongside Aboriginal and Torres Strait Islander peoples with respect and purpose.





Statement from

CEO of Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends Australian Council on Healthcare Standards 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 Australian Council on Healthcare Standards 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, Australian Council on Healthcare Standards 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. Australian Council on Healthcare Standards is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Australian Council on Healthcare Standards 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 Australian Council on Healthcare Standards on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



About the Artwork

The design, titled *Healthy Together*, is inspired by the idea of fostering support and networking to achieve improved health outcomes.

"I chose the colours to complement ACHS's branding, and they also evoke a sense of deep connection to Sky country, reminiscent of how songlines guide us through the knowledge of stars and constellations."

- Jasmine Sarin, Artist



Healthy Together

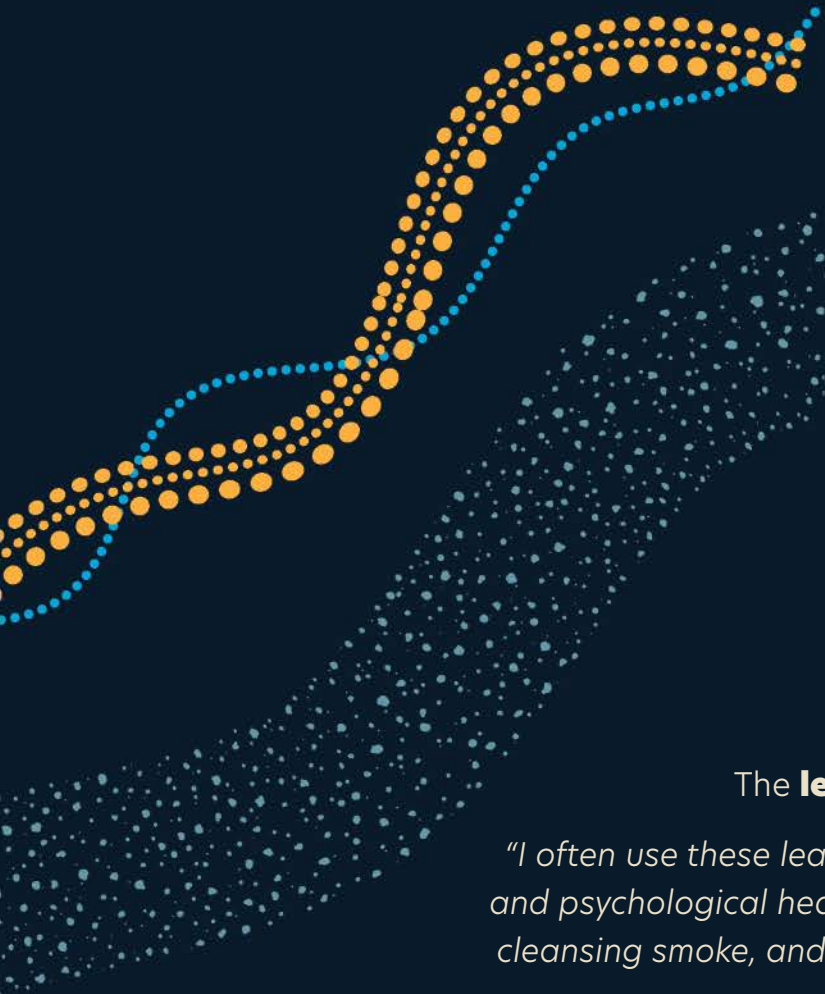
By Jasmine Sarin

The **community symbols** represent ACHS's vital role in helping services implement best practice standards in healthcare.



These symbols are all interconnected by "**knowledge lines**", which feature three different dots.

Each dot signifies a different aspect:
past knowledge, new information, and future knowledge.



The **leaves** signify healing and new growth.

"I often use these leaves to recognise the importance of culture in physical and psychological healing as we burn the leaves to create a welcoming and cleansing smoke, and to clear any negative energies away." - Jasmine Sarin





About the Artist

Jasmine Sarin

I am a proud Kamilaroi and Jerrinja woman from NSW. I grew up predominantly on the South Coast in Nowra (Jerrinja and Yuin country) and Wollongong (Dharawal country) but have country influences from Coonabarabran in Central West NSW (Kamilaroi country).

I am a self-taught visual artist and graphic designer. My artwork tells the story of my experiences growing up and my ongoing journey in this world. This allows me to bring contemporary methods and concepts to the oldest culture on earth.

I am passionate about using art as a medium for education, healing and community building. Through my artwork, I have the opportunity to help others connect with First Nations culture and country, opening new avenues for collaboration that uphold respect to the community.

I pay my respects to my elders both past and present and acknowledge that the land we all live, work and play on was, is and always will be Aboriginal land.



Pictured: Jasmine Sarin
Photo Credit: Daniel Kukec





WHO WE ARE

The Australian Council on Healthcare Standards (ACHS) is an independent, not-for-profit organisation dedicated to improving quality in health care, representing governments, consumers, and peak health bodies throughout Australia. ACHS currently employs sixty-four full time staff across Australia, with the ACHS office based in Ultimo, Sydney, on the lands of the Gadigal people of the Eora Nation. ACHS also contracts 215 Assessors who conduct the accreditation assessments.

ACHS provides accreditation services across Australia and internationally in the Middle East and Asia/Pacific regions. Accreditation is public recognition by a healthcare accreditation body of the achievement of accreditation standards by a healthcare organisation, demonstrated through an independent external peer assessment of that organisation's level of performance in relation to the standards.

To its knowledge, ACHS currently employs one person who identifies as an Aboriginal and/or Torres Strait Islander person and engages Aboriginal and Torres Strait Islander Assessors on a contract basis.

ACHS engaged Aboriginal and Torres Strait Islander Assessors and external trainers to provide mandatory Cultural Safety Assessor Training in line with the Australian Commission on Safety and Quality in Health Care's (ACSQHC) standard. This training is to promote a supportive environment and clear processes for the workforce to understand the cultural needs of Aboriginal and Torres Strait Islander patients and staff in Health Service Organisations. This is a significant step towards the developing a safe and respectful organisation, where patients, their families, staff, and other community members can feel comfortable to engage with and receive care.

At ACHS, our purpose is to strengthen safe, quality healthcare for all in Australia and internationally. We achieve this by accrediting healthcare services, according to government standards and our own accredited standards. This Reconciliation Action Plan (RAP) reflects our commitment to reconciliation and excellence in healthcare, aiming to bridge the gap in health outcomes and drive inclusive and equitable healthcare practices.





OUR SPHERE OF INFLUENCE

ACHS's sphere of influence is broad and includes both internal and external stakeholders. ACHS engaged staff to contribute towards the Reconciliation Action Plan Vision and identify our 'sphere of influence,' with staff also providing strategies on how to engage our stakeholders.

ACHS internal stakeholders include:

Our staff and their families

The ACHS Board and Council

ACHS Assessors who conduct accreditation assessments

Our educators who deliver education and training

The suppliers we engage for provisions of goods and services

ACHS external stakeholders include:

Federal Government through the Australian Commission on Safety and Quality in Health Care (ACSQHC)

Other standard setting organisations; Rainbow Health Australia, the Royal Australian College of General Practitioners (RACGP), other professional clinical colleges

Ministry of Health, jurisdictional health departments, policy makers

Government agencies, e.g. Australian Digital Health Agency

Hospitals and healthcare services (ACHS members) including their staff and patients

Healthcare sector leaders and experts

International organisations, e.g. International Society for Quality in Health Care (ISQua)

ACHS adopts a partnership approach to guide healthcare service members and collaborate with stakeholders to work towards more inclusive and diverse workplaces that prioritises cultural safety. Our goal is to enable Aboriginal and Torres Strait Islander peoples to have enhanced access to culturally appropriate and safe healthcare, to empower a healthier and more equitable society.



OUR RAP VISION

At ACHS we envisage unity between Aboriginal and Torres Strait Islander peoples and all people of Australia, and will actively build a strong, unified future, which encourages respect, learning, truth telling, and celebrates the heritage of Aboriginal and Torres Strait Islander peoples.

ACHS will work towards healthcare equity for Aboriginal and Torres Strait Islander peoples and their communities through our core business in safety and quality assessment of health care services.





OUR RAP JOURNEY SO FAR

- Started RAP Journey in 2023
- ACHS RAP Working Group established
- Regular Meetings Held
- Vision for RAP developed by ACHS Staff November 2024
- RAP Working Group completed the Aboriginal and Torres Strait Islander Cultural Competence Course December 2024
- Share National Reconciliation Week and NAIDOC Events with ACHS Staff
- Commissioned our RAP Artwork July 2025
- Conditional endorsement for Innovate RAP June 2025

ABOUT OUR RAP

ACHS embarked on its RAP journey in 2023, to assess how we are contributing to Closing the Gap for Aboriginal and Torres Strait Islander peoples by collaborating with the ACHS Board, staff, local community, and the Traditional Owners and Custodians. The work implemented prior to submission to Reconciliation Australia was deemed sufficient for ACHS to embark on the Innovate stage of its RAP journey.

Through the assessment of the quality of care delivered by hospitals and health services, ACHS contributes to the following Closing the Gap targets:

- | | |
|--|---|
| 1. Everyone enjoys long and healthy lives. | 2. Children are born healthy and strong |
|--|---|

ACHS will specifically contribute towards Closing the Gap as follows:

- | | |
|---|--|
| 1. ACHS provides accreditation services to healthcare organisations, assessing that health services meet high standards of care. This includes standards aimed at improving health outcomes of Aboriginal and Torres Strait Islander populations. | 2. ACHS offers Quality Improvement Programs which help healthcare providers identify and address gaps in care, particularly those affecting Aboriginal and Torres Strait Islander communities. |
|---|--|

To learn more about Closing the Gap targets, visit <https://www.closingthegap.gov.au/national-agreement/targets>

The Australian Commission on Safety and Quality in Health Care (the Commission) has defined six actions that specifically meet the needs of Aboriginal and Torres Strait Islander people within the National Safety and Quality Health

Service (NSQHS) Standards. These actions were defined following a comprehensive consultation process. ACHS assesses healthcare services for the National Standards, including the six actions. Their implementation will help orientate the health system to provide all Aboriginal and Torres Strait Islander people with the health care they need. The objective is to improve the health outcomes of Aboriginal and Torres Strait Islander peoples to a level consistent with other Australians.

To learn more about the Commission's six actions, visit <https://www.safetyandquality.gov.au/standards/national-safety-and-quality-health-service-nsqhs-standards/resources-nsqhs-standards/user-guide-aboriginal-and-torres-strait-islander-health/action-121-improving-cultural-competency>



By acknowledging our shared past, we lay the groundwork for a future which embraces all Australians based on mutual respect and shared responsibility for our land.

Internally, our RAP focus is on fostering a culture of respect, inclusion, and understanding within our organisation. We are committed to embedding Aboriginal and Torres Strait Islander people's perspectives into all aspects of our operations, from policy development to staff training and engagement. By creating an environment where cultural awareness and safety are prioritised, we aim to ensure that all ACHS employees are equipped with the knowledge and tools to support reconciliation efforts.

ACHS starts all minuted meetings, education sessions, and formal events with an Acknowledgement of Country, where we acknowledge and show respect to the Traditional Custodians of the land on which the event is taking place and acknowledge the culture of Aboriginal and Torres Strait Islander peoples in attendance.

The ACHS RAP is championed by CEO, Dr Karen Luxford, Executive Director - Corporate Services, Ms Aisling Forrest, and ACHS Board Director, Ms Roslyn Chataway. The ACHS has two Aboriginal peoples on its Working Group, Ms Glenise Coulthard AM, an Adnyamathanha woman from the Northern Flinders Ranges and Ms Katie Robinson, a Palawa woman from Tasmania, and the working group has benefited from their guidance. Ms Chataway and Ms Coulthard AM are external members of the Working Group.

ACHS Reconciliation Action Plan (Innovate)



Relationships

ACHS understands that relationships underpin the heart of reconciliation between non-Indigenous and Aboriginal and Torres Strait Islander peoples. We acknowledge that it takes time to develop strong and meaningful relationships built on trust and respect that are free of racism or bias.

We recognise the foundation for reconciliation is strong and meaningful relationships between Aboriginal and Torres Strait Islander peoples, their communities, and other Australians. We value our relationships with Aboriginal and Torres Strait Islander staff, members, suppliers, and stakeholders. These relationships are integral to ensuring safe, quality healthcare for Aboriginal and Torres Strait Islander peoples and to promoting our ACHS Mission to strengthen safe, quality healthcare for all in Australia and internationally.

Action	Deliverable	Timeline	Responsibility
1. 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.	April 2026	RWG Chair
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, including in aspects of ACHS initiatives	July 2026	RWG Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026/27	RWG Chair
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2026/27	CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2026/27	CEO
	Organise at least one NRW event each year.	27 May - 3 June 2026/27	Marketing Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026/27	Marketing Manager
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2026	Marketing Manager
	Communicate our commitment to reconciliation publicly.	February 2026	Marketing Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	January 2026	Marketing Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	April 2026	Marketing Manager
	Implement a special merit recognition for Aboriginal and Torres Strait Islander projects in the ACHS Quality Improvement Awards.	November 2026	CEO
	Promote quality improvement initiatives by Aboriginal and Torres Strait Islanders people through the ACHS Quality Improvement Awards and highlight improvement Academy projects that engage and support Aboriginal and Torres Strait Islanders health outcomes.	November 2026/27	Marketing Manager
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2026	Exec. Director Corporate Services
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	February 2026	Exec. Director Corporate Services
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2026	Exec. Director Corporate Services
	Educate senior leaders on the effects of racism.	April 2026	Exec. Director Corporate Services

ACHS Reconciliation Action Plan (Innovate)



Respect

ACHS will work to build an organisational culture that embeds respect across services and workplace practice to support better understanding of Aboriginal and Torres Strait Islander peoples, their communities, their histories, and connection to community, land, and waterways.

Deepening our understanding of and celebrating the unique histories and cultures of Aboriginal and Torres Strait Islander individuals and communities is essential for the work of ACHS and our national leadership in safe, quality, and culturally appropriate health care assessment.

This will foster increasing respect for Aboriginal and Torres Strait Islander peoples in the delivery of our core business activities including health service accreditation.

Action	Deliverable	Timeline	Responsibility
5. 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.	February 2026	Exec. Director Corporate Services
	Consult and engage local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	April 2026	CEO
	Develop, implement, and communicate a cultural learning strategy document for our staff.	January 2026	Exec. Director Corporate Services
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	January 2027	Exec. Director Corporate Services
6. 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.	January 2026	CEO
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2027	CEO
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	April 2027	CEO
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2026	CEO
7. 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 2026/27	CEO
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	February 2026	Exec. Director Corporate Services
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026/27	CEO
8. Demonstrate respect for Aboriginal and Torres Strait Islander peoples through the delivery of appropriate training to address the Knowledge Gap and increase understanding of our Assessors and Staff.	Ensure ACHS Assessors participate in the Australian Commission on Safety and Quality in Health Care (ACSQHC) Cultural Safety Training.	December 2026	Exec. Director National Business and Development
	Ensure ACHS Assessors are provided specific information in relation to Aboriginal and Torres Strait Islander actions in the National Safety and Quality Health Service (NSQHS) Standards, and engagement strategies at ACHS Assessor Training session.	November 2026	Exec. Director National Business and Development
	Address the Knowledge Gap by providing all staff with access to Cultural Competency training, provided by a regulated training provider, in collaboration with Aboriginal and Torres Strait Islanders academics and professionals.	March 2026/27	CEO

ACHS Reconciliation Action Plan (Innovate)



Opportunities

ACHS will strengthen our engagement with Aboriginal and Torres Strait Islander peoples to create opportunities for further employment, health, and cultural development.

ACHS is committed to creating opportunities for and with Aboriginal and Torres Strait Islander peoples by providing culturally safe environments and proactively increasing Aboriginal and Torres Strait Islander employment, and procurement from Aboriginal and Torres Strait Islander owned businesses.

These opportunities will foster further diversity within ACHS and in our service delivery in support of our ACHS policies and strategic directions.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2026	Exec. Director Corporate Services
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	March 2026	Exec. Director Corporate Services
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	May 2026	Exec. Director Corporate Services
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2026	Exec. Director Corporate Services
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026	Exec. Director Corporate Services
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2027	Exec. Director Corporate Services
	Investigate Supply Nation membership.	January 2027	Exec. Director Corporate Services
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2027	Exec. Director Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2027	Exec. Director Corporate Services
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2027	Exec. Director Corporate Services

ACHS Reconciliation Action Plan (Innovate)



Governance

ACHS will implement and monitor actions to ensure taskforces stay on track by enabling effective and efficient decision making, providing clear lines of authority to facilitate the escalation and resolution of issues, and enable senior leaders to guide the direction and outcomes of this Reconciliation Action Plan.

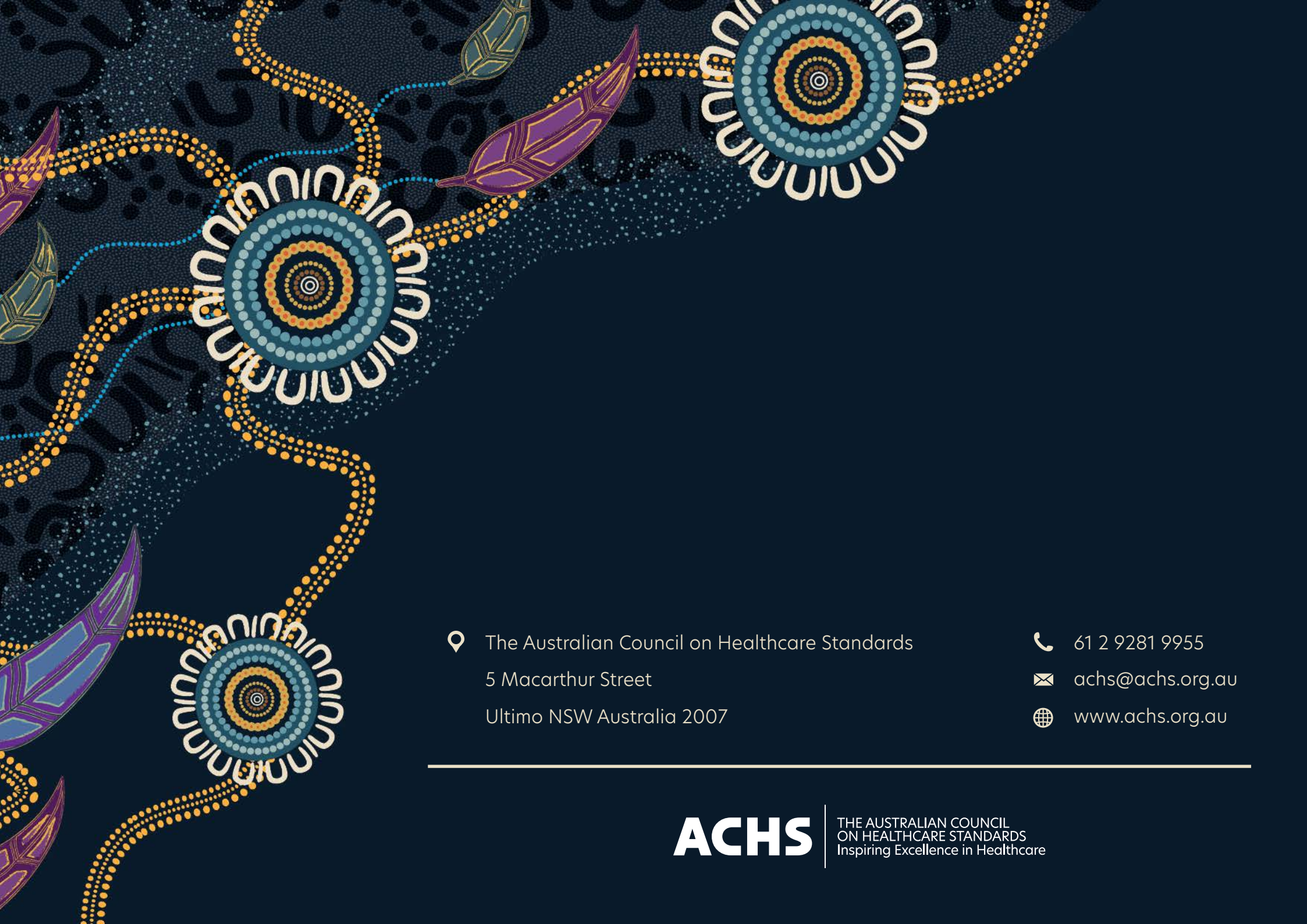
Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August and February 2026/27	RWG Chair
	Review Terms of Reference for the RWG.	August 2026/27	RWG Chair
	Meet at least four times per year to drive and monitor RAP implementation.	August, November, February, May 2026/27	RWG Chair
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2026	CEO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2025	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2025	CEO
	Maintain an internal RAP Champion from senior management.	December 2026	CEO
13. 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 out on important RAP correspondence.	June annually	RWG Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RWG Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RWG Chair
	Ensure RAP implementation activity is regularly reported at the ACHS Board agenda.	May and November Board	CEO
	Report RAP progress to all staff and senior leaders quarterly.	August, November, February, May 2026/27	CEO
	Publicly report our RAP achievements, challenges, and learnings, annually.	July 2026/27	Marketing Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	RWG Chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2027	RWG Chair
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2027	RWG Chair



RAP WORKING GROUP

ACHS RAP Working Group Members

Ms Ali Tawharu	Chair - RAP Working Group, Executive Assistant to the CEO
Dr Karen Luxford	Group CEO, ACHS and ACHS International
Ms Aisling Forrest	Executive Director, Corporate Services
Ms Roslyn Chataway	ACHS Board Director
Ms Glenise Coulthard AM	ACHS Assessor
Ms Gemma Puplett	Marketing Manager
Dr Jessica Harris	Project Officer, Performance Outcome Services
Ms Katie Robinson	Clinical Educator, Improvement Academy
Mr Paul Demo	Project Manager
Ms Raelene Heaney	Administration & Business Support Coordinator, Assessor Division



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ACHS

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ON HEALTHCARE STANDARDS
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