



Reflect Reconciliation Action Plan

March 2024 - September 2025



**BURNSIDE
HOSPITAL**

Acknowledgement of Country

Burnside Hospital acknowledges the Kurna people as the Traditional Owners of the land and waters on which we live and care for our community.

We recognise their Native Title Rights to Country, and we pay our respects to Elders past, present and emerging.

Our Reflect Reconciliation Action Plan (Reflect RAP) considers the livelihoods of Aboriginal and Torres Strait Islander peoples across Australia. This includes factors that directly and indirectly affect the health and wellbeing Australia's First Nations Peoples.

We deeply appreciate and acknowledge the Aboriginal and Torres Strait Islander people who provided their time, knowledge and perspectives throughout the development of our Reflect RAP.



Our RAP Artwork

Aboriginal People have a deep and spiritual connection with land and water and have passed down this knowledge through songs, dances, stories and art for thousands of years.

To reflect our commitment to reconciliation, Burnside Hospital commissioned local artist, David Booth to create a meaningful masterpiece which supports the design and development of the Hospital's inaugural Reflect RAP, and its ongoing reconciliation journey.

The central star represents Burnside Hospital, with extending lines symbolising connections to staff, patients, and the community. The medical cross-shaped meeting places depict the hospital's two sites and their role in care and healing.

The returning boomerang signifies patients coming back, while the shield, spear, and boomerang represent strength and protection. Blue circles and lines with kangaroo tracks illustrate the River Torrens (Karrawirra Pari), and red kangaroo (Tarnda) tracks signify progress.

Symbols reflect women's health, knowledge sharing, and individual care, while handprints and stars honour ancestors watching over the community.

CERTIFICATE OF AUTHENTICITY

ABORIGINAL ARTWORK

BURNSIDE HOSPITAL ON KAURNA COUNTRY



Artwork Size: 120cm x 160cm
MDF Board and acrylic paint
Kurna Country 2024



David Booth, Artist.
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DAVID BOOTH

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The central star in the logo represents Burnside Hospital, with the lines extending from the star symbolising the journey and connections to staff, patients, and the community.

The two meeting places are shaped like medical crosses, representing the two Burnside Hospital sites and the care they provide, illustrating people coming and going, and the healing and growth on their individual journeys.

The returning boomerang symbolises patients returning, while the shield, spear, and boomerang represent strength and protection.

The blue circles and lines at the bottom, with kangaroo tracks, depict the River Torrens (Karrawirra Pari, meaning the river of the red gum forest), while the red kangaroo (Tarnda, meaning red kangaroo) tracks signify a journey moving forward.

There are symbols representing women's health, knowledge sharing, and individual care.

The handprints and stars represent the ancestors watching over, highlighting their ongoing connection to the community.

Aboriginal People have a deep and spiritual connection with land and water and have passed down this knowledge through songs, dances, stories and art for thousands of years.

ARTIST PROFILE

DAVID JAMPIN
BRUNETTE-BOOTH



A proud Warumunga / Yuggera man, born on Yuggera Country in Brisbane, David now lives on Peramangk Country in the Adelaide hills, and maintains a strong connection to the Ngarrindjeri / Peramangk people through his partner and children.

Always proudly connected to culture, family and Country, as a young boy he learnt from a variety of cultural leaders, teachers, Elders and traditional knowledge holders in different areas of this beautiful country.

Aboriginal People have a deep and spiritual connection with land and water and have passed down this knowledge through songs, dances, stories and art for thousands of years.



David Booth, Artist. ABN: 83 949 646 844
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A message from

Reconciliation Australia



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

Burnside Hospital 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 Burnside Hospital 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 Burnside Hospital, 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

A message from

Burnside Hospital's CEO



As we embark on Burnside Hospital's Reflect Reconciliation Action Plan (RAP), I am both humbled and inspired by our commitment to honoring and including Aboriginal and Torres Strait Islander peoples in every aspect of our work.

This plan is an important milestone in our journey toward reconciliation, reinforcing our dedication to fostering a culture of inclusivity, respect, and accountability.

The Reflect RAP is our first formal step in embedding reconciliation into our organisation. Guided by our values of care, integrity, and collaboration, we aim to provide not only exceptional healthcare but also a workplace that acknowledges and respects First Nations history, heritage, and contributions. Our journey begins with listening, learning, and building respectful relationships with local Aboriginal and Torres Strait Islander communities, whose insights will be central to shaping our approach.

Through this RAP, we lay the foundation for meaningful engagement, cultural awareness, and an environment where all feel safe, valued, and included. This includes increasing our understanding of shared histories, embedding cultural awareness training for staff, working closely with Aboriginal and Torres Strait Islander healthcare professionals and stakeholders, and ensuring our workplace reflects an inclusive and respectful culture. By taking these steps, we strengthen our ability to provide culturally safe healthcare that meets the needs of all patients and community members.

Reconciliation is an ongoing journey that requires long-term commitment, reflection, and action. This is just the beginning, and we will continue to seek opportunities to deepen our understanding, celebrate diversity, and build strong, respectful relationships. Through ongoing learning and meaningful engagement, we will ensure reconciliation is not just a statement of intent but a fundamental part of how we work every day.

I sincerely thank everyone involved in developing this Reflect RAP, especially our Aboriginal and Torres Strait Islander stakeholders, who have generously shared their insights and perspectives with us. Together, we are laying the groundwork for lasting reconciliation, shaping our hospital's values and actions for generations to come.

Alan Morrison
Chief Executive Officer
Burnside Hospital

Welcome to

Burnside Hospital

Burnside War Memorial Hospital is a not-for-profit private community hospital which provides acute medical and surgical, obstetric, oncological and sleep medicine services to the South Australian and broader community. Burnside War Memorial Hospital operates at two sites, the sites are located on Kensington Road, Toorak Gardens and Payneham Road, Stepney in the council areas of Burnside and Norwood, Payneham and St Peters, Adelaide, South Australia.

Burnside Hospital Toorak Gardens was established in 1956 as a hospital honoring those who served in war. This hospital has five operating theatres, state of the art same day surgery facilities, an obstetric service, medical and surgical wards including a high dependency unit, and dedicated oncology and sleep medicine centers.

Burnside Hospital Stepney was established in 1998 to support a practitioner owned sports injury clinic. This hospital has five operating theatres, a four-bed close observation unit and a same day surgery unit.

The visiting medical specialists and allied health practitioners who choose to partner with Burnside Hospital are supported by highly skilled clinical and support services teams in a superior technological environment. Our commitment to innovation ensures the hospital continues to invest in its services with state-of-the-art equipment, allowing us to meet changing clinical needs and patient expectations.

While we are proudly progressive, we are a not for-profit community hospital with all surplus funds continually reinvested in improving and upgrading services, facilities and equipment to benefit current and future generations.

Our recently updated strategic plan 2023-26 includes five pillars, one of which speaks about being known and valued for the growing contribution we make to the health and wellbeing of our community.



Exceptional care, always.

At Burnside Hospital, our purpose is to be the be the trusted hospital of choice for our patients, people, partners and the community.

Our approach to our business is simple.

- We care with empathy and respect
- We strive for exceptional outcomes
- We prioritise safety, well-being and our environmental impact
- We work together as a team and value diversity
- We embrace new ideas and technology
- We invest in continuous learning and professional growth

We value our people and the work they do each day. We believe our people are our best asset – and we want every team member to feel proud of the impact they're having on our customers and our community which reaches from local to regional and interstate.

Burnside Hospital currently employs 664 staff of which 408 are Nurses or Midwives, there is a team of 13 volunteers currently engaged in the service.

Our People and Culture team have within their pulse survey outreach invited staff to identify as Aboriginal and/or Torres Strait Islander people to better capture data on our workforce.

At the publishing of this RAP, 1 staff member identifies as being an Aboriginal and/or Torres Strait Islander person.

Our

Reconciliation Action Plan

Burnside Hospital has always maintained a strong sense of history beginning from its inception following the Deed of Gift from Mr Otto von Rieben to establish a war memorial hospital, at the site of his home, Attunga on the land of the Kurna people. There is now a desire to better understand the history preceding this and to embrace a journey of reconciliation that acknowledges our shared history.

Burnside Hospital welcomes patients, visitors, staff and volunteers who identify as Aboriginal and/or Torres Strait Islander people and is committed to creating an inclusive and culturally safe environment. This will set the tone for future generations, engendering how health care is delivered at Burnside Hospital.

Aboriginal and Torres Strait Islander people feature in our patient population as only a small number. Only 0.56% of admission are people from the Aboriginal and/or Torres Strait Islander communities. We would like to be able to extend the welcome to increase this number and provide health care services to the Aboriginal and Torres Strait Islander communities in an environment which accommodates their specific cultural requirements and needs. It is well documented that Aboriginal and Torres Strait Islander people are a vulnerable population who have poorer health outcomes than the wider population. Inequities still exist for Aboriginal and Torres Strait Islander people when accessing care for their physical, social, emotional and mental health and wellbeing. Our goal is for the Aboriginal and Torres Strait Islander communities to see Burnside Hospital as health care provider and employer of choice and feel comfortable in accessing timely and high-quality care with us.

We have partnered with a local Kurna Elder and have established a working group who will oversee the development and implementation of our RAP. Through integrating this RAP into our Strategic plan (2023-26) we have gained the Board of Directors imprimatur to carry out this important body of work. We will look to reporting our achievements, challenges and learnings both internally and externally.

Our journey has begun, and we are committed to the development of a Reconciliation Action Plan (Reflect). As part of this process, we have been researching and reviewing information available to us from reconciliation bodies, we have watched truth telling videos, read material available on websites, utilized our working group's life experience and contacts with other organisations that have already established strong ties to Aboriginal and Torres Strait Islander communities. This process has seen us question our values and practices and practically has resulted in the incorporation of inclusion and diversity and equity content in our documents, beginning with policy development and continuing with our communication to staff. We are actively seeking partnership with companies who share our desire to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander people.

We work towards accreditation against the NSQHS Standards and included in these standards are criteria about care delivery to vulnerable populations of which we recognise that Aboriginal and Torres Strait Islander people are one. We have in previous years been granted an exemption to the criteria specifying the Aboriginal and Torres Strait Islander population and there is a strong agreement across the service that it is time to become involved in the reconciliation process to close the gap between these populations.

The RAP working group has been developed and recruited staff members across the hospital. A priority has been determined to investigate methods of providing education to ensure that staff can better understand the cultures, the histories, the injustices and the current health disparities of the Aboriginal and Torres Strait Islander people.

The working group consists of self-nominated staff from all sections of the Burnside community

- Alan Morrison – Chief Executive Officer
- Wendy Gray – Director Quality and Risk
- Luisa Mozzi – Executive Assistant
- Cathy Antoniou – Communications, Marketing + Project Manager
- Aisha Christakos – Marketing Administration Assistant
- Erin Jordan – Reception and eligibility Manager
- Liz Traeger – Finance Officer
- Madison Young – Sleep Centre Manager
- Daniel Crawford – Member of the Consumer Advisory Group
- Georgie Pezzetta – Finance Manager
- Schamianne Ward – Registered Midwife
- Bridgid Johnson – Learning and Change Development Business Partner
- Jacqui Johnson – Infection, Prevention and Control Coordinator
- Suzanna Day – Preadmission Manager

On 1st September 2023 Burnside Hospital, an independent private hospital acquired sportsmed Hospital thus further strengthening its offerings to the community. The establishment of Burnside Hospital Stepney enables Burnside Hospital to operate across two conveniently located eastern suburb sites meeting the increased health care needs of the local community. The acquisition has effectively doubled capabilities from five operating theatres to 10 and from 76 to 125 five beds. Today, Burnside Hospital (BH) remains a private, not-for-profit community hospital, offering a range of services and clinics to care for and support the thousands (12509 patients FY 21/22) of patients who choose to have their healthcare needs met at the two sites each year.

The Stepney site has commenced the RAP process also and has identified interested staff members; our next step is to consolidate the two groups.

At present we don't have any staff involved in the working party who identify as Aboriginal and/or Torres Strait Islander people but we are working closely with an Aboriginal Elder and an Aboriginal artist with strong community ties and engagement in the reconciliation journey.

In February 2024 we engaged again with staff with expressions of interest to join the RAP Working Party and this includes any staff members who are Aboriginal and/or Torres Strait Islander people. The Director Quality and Risk has been identified as the RAP champion driving engagement and awareness of the RAP.

In March three members of the working group attended an Update on the Voice to Parliament where senior members of the Aboriginal and Torres Strait Islander community spoke. We learnt more about the Uluru Statement from the Heart and what this means to the Aboriginal and Torres Strait Islander people. A greater understanding was obtained about the history of the Aboriginal and Torres Strait Islander People's recognition within the community, the previous referendum in 1967 where Aboriginal and Torres Strait Islander people were recognised as a part of the population and granted citizenship rights including the vote. The referendum on the Voice to Parliament is a proposed major constitutional change which will enable Aboriginal and Torres Strait Islander people to make representations to the Parliament and Executive Government on matters effecting their community. We plan to attend and encourage senior leadership to attend functions and meetings during Reconciliation Week to further our understanding towards creating a just, equitable and reconciled Australia where all people have the same choices and opportunities in life. Our priority now is to publish our Reflect Reconciliation Action Plan.

We publicly launched our RAP journey at the beginning of National Reconciliation Week by engaging with the Aboriginal Elder and another member of his mob to conduct a Welcome to Country Smoking Ceremony and explain the significance of this journey to all staff present. Staff were witness to this ceremony, the playing of the Yادiki and conversations about Aboriginal and Torres Strait Islander people's culture in the hospital gardens. The response from the staff was overwhelmingly positive and encouraging with staff voicing they felt a spiritual connection throughout the event and expressing a willingness to be involved in further activities and learn more about the Aboriginal and Torres Strait Islander Cultures.

We have displayed pieces of local Aboriginal art in the hospital entrance with a view to replacing this with our own artwork following a workshop with an Aboriginal artist.



Our

Partnerships

The invitation has been accepted by a Kurna Elder to assist us in commencing our reconciliation journey and he has provided some education around culture including terminology, acknowledgement of country, language, the importance of correct names and aboriginal art.

Our aim is to engage with an Aboriginal and Torres Strait Islander education provider to provide cultural awareness training for all staff.

With the inclusion of the Hospital's Communications and Marketing Manager we have also explored the ability to publicly recognise significant dates and events such as National Reconciliation Week.

We have commenced an Acknowledgement of Country at all advisory committees lead by the Chief Executive Officer in Kurna language as well as at Corporate Orientation, and Refresher Training days which are attended by all staff. The Acknowledgement of Country also recognises the Kurna people's Native Title Right to Country where we are situated. Our aim is to make this a natural component of all gatherings while ensuring that the significance is understood and not lost.

Further collaboration has commenced with David Booth to develop artwork representative of the Hospital and its journey both historically and into the future reconciliation space as we work to close the gap.

Our

Action Plan

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.	April 2024	Director Quality + Risk
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2024	Pre-admission Manager
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024/25	Marketing Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 24/25	Executive Assistant
	Liaise with Reconciliation SA and encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024/25	Executive Assistant
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2024	Marketing Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2024	Director Quality + Risk
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2024	Director Quality + Risk
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	November 2024	Lead: P&C Director Support: P&C Dept
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2024	Lead: P&C Director Support: P&C Dept

Respect			
Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case and supporting budget for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2025	Lead: P&C Director Support: Learning & Change Bus Partner
	Conduct a review of cultural learning needs within our organisation.	April 2024	Learning & Change Bus Partner
Demonstrate respect to Aboriginal and Torres Strait Islander people 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.	March 2024	Lead: Director Quality & Risk Support: RAP Working Group
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Lead: Executive Assistant Support : RAP Working Group
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.	June 2024	Executive Assistant
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Lead: Executive Assistant Support: Marketing Mngr
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024/25	Lead: Executive Assistant Support : RAP Working Group

Opportunities			
Action	Deliverable	Timeline	Responsibility
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 within our organisation.	June 2025	Lead: P&C Director Support: P&C Department
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	Lead: P&C Director Support: P&C Department
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.	June 2025	Lead : Supply Manager Support : RAP Working Group
	Investigate Supply Nation membership.	June 2025	Lead : Supply Manager Support : RAP Working Group

Governance			
Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	March 2024	Director Quality & Risk
	Review and update the Terms of Reference for the RWG.	March 2024	Director Quality & Risk
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2024	Director Quality & Risk
	Define resource needs for RAP implementation.	April 2024	Lead: Director Quality & Risk Support : RAP Working Group
	Maintain a senior leader to champion our RAP internally.	April 2024	Director Quality & Risk
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2024	Lead: Director Quality & Risk Support: Executive Asst.
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	Director Quality & Risk
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August annually	Director Quality & Risk
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September, annually	Director Quality & Risk
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2025	Director Quality & Risk

