


Reconciliation Action Plan Reflect

May 2024 – November 2025





**LifeFlight acknowledge the
Aboriginal and Torres Strait Islander peoples
as the Traditional Custodians of the land and
waters on which we serve and fly, and their
continued connection to their country and
culture.**

**We pay our respect to
their Elders past and present.**

About the Artwork

This artwork tells the story of LifeFlight Australia's commitment to reconciliation and to serving our purpose of saving lives and supporting all Australians in their time of need.

Wherever we go across the vast spaces of this state and beyond, we aim to be the vital connection that offers reassurance in the midst of uncertainty.

We care deeply about the communities we serve and contributing to reconciliation through greater health equity.

And we acknowledge Aboriginal and Torres people as the true owners and original innovators of this place.

At the heart of the artwork are our values: trustworthy, safety first, committed to excellence, respectful, community spirited, and accountable. Each is connected, reflecting the journey lines we take.

Boomerangs represent innovation and culture combining, inspired by legendary Ngarrindjeri inventor and writer David Unaipon's vision of helicopter-like flying machines from over a century ago.

And the rich cultural diversity of Aboriginal and Torres Strait Islander people is proudly shown throughout the artwork.

Lines of connection have crossed this land and sky for thousands of generations, keeping communities and culture strong.

And by caring deeply about every person we serve, our journey lines of connection can only grow stronger.



The artwork concept and narrative was developed by David Williams. David is a proud Wakka Wakka artist at Gilimbaa.

A message from Reconciliation Australia

Reconciliation Australia welcomes LifeFlight Australia's Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

LifeFlight Australia joins a network of more than 3,000 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 LifeFlight Australia 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 LifeFlight Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our business

LifeFlight is more than an organisation; it is a community united by a mission. Our mission is to save lives and bring equity of health care to people across Queensland.

As a values-driven organisation with the purpose of saving lives and supporting Queenslanders during their time of need, we provide vital connections across the skies of Queensland to make people feel safe amidst uncertainty.

A world leader in aeromedical care LifeFlight operates with an advanced fleet of helicopters, air ambulance jets and highly trained medical teams, who provide a vital 24/7 rescue service to Queenslanders, tourists and abroad. We are a lifeline for communities, particularly remote and rural Queensland communities, and are proud to have helped around 90,000 people since our humble beginnings in 1979.



**Rescue Mission,
K-gari.**





Our business (cont.)

Our aeromedical and rescue service is bolstered by LifeFlight's aviation and medical capabilities. LifeFlight's Retrieval Medicine is the largest employer of pre-hospital retrieval medicine specialists in Australia, and our Training Academy is home to a state-of-the-art full flight simulator designed to deliver high fidelity training for helicopter crews. Our Coordination Centre and Air Ambulance evacuation and repatriation capabilities assist over 500 patients a year and are integral to LifeFlight's success in providing aeromedical services at home and internationally.

A Queensland-based business with national reach, we operate eight state bases (Brisbane, Toowoomba, Roma, Mt Isa, Bundaberg, Sunshine Coast, Townsville and Archerfield) and two interstate operations – Victoria and Tasmania. Most recently our reach has extended beyond the borders of these cities and towns into Singapore where one of our air ambulance jets is based to assist with worldwide repatriation of seriously-ill and injured patients.

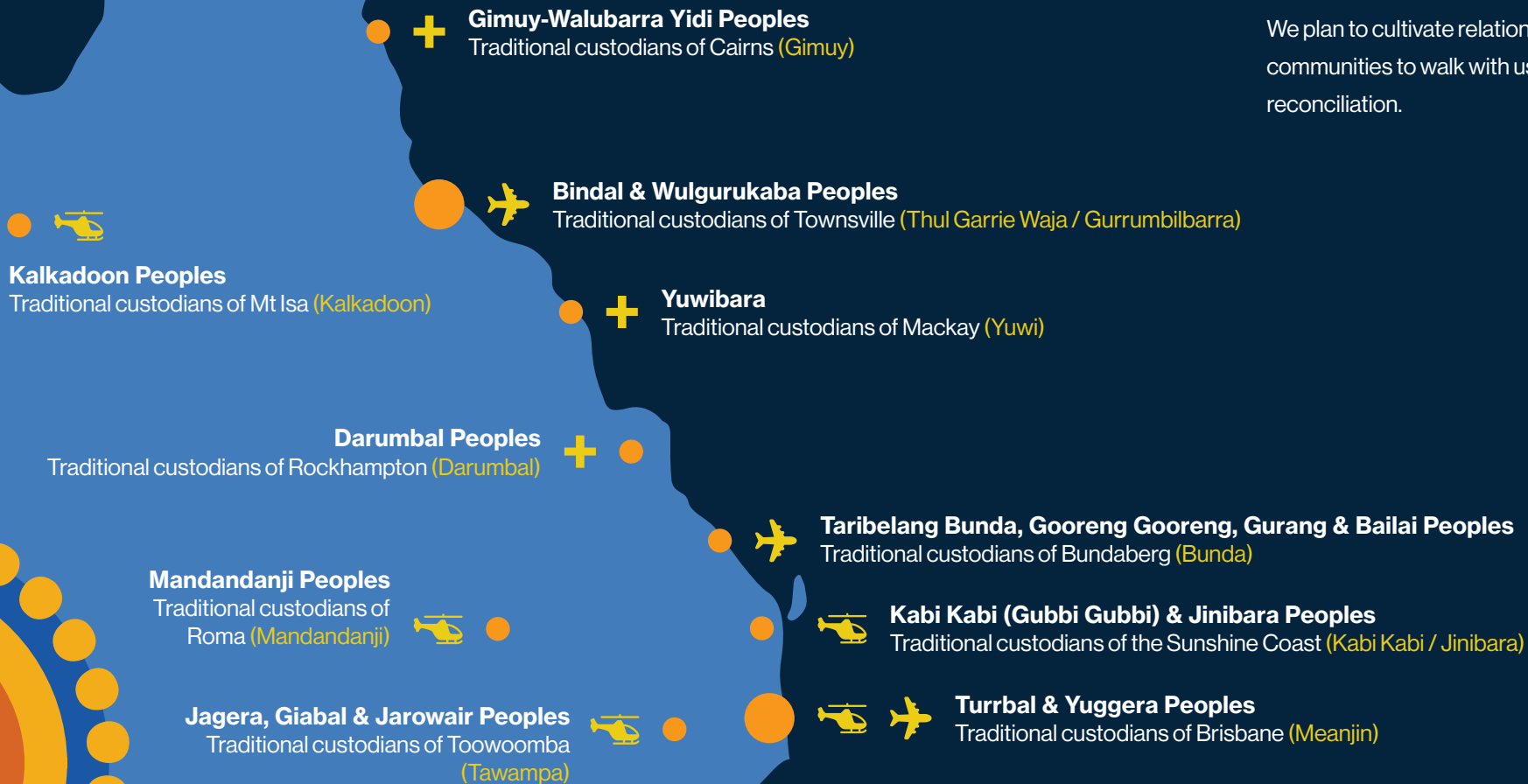
More than 500 highly-skilled critical care doctors, nurses, paramedics, engineers, aviation and medical training experts, coordination specialists, fundraising staff and administrators are employed by LifeFlight. As an action within this Reconciliation Action Plan, LifeFlight will determine culturally appropriate ways to understand the number of employees who identify as Aboriginal and/or Torres Strait Islander people.

As a not-for-profit we are generously supported by State Government funding, community donations and corporate sponsorships.

Our locations

LifeFlight serves many Aboriginal and Torres Strait Islander communities. Our medical teams and crew operate out of 10 bases in Australia.

We plan to cultivate relationships within local communities to walk with us on our journey to reconciliation.





LifeFlight helicopter rescue,
Mandandanji Country.



Our RAP

Aboriginal and Torres Strait Islander histories and cultures are inseparable from Australia's collective history and culture. As the world's oldest continuous cultures, we recognise these lands have always been places of cultural, spiritual, social and economic significance.

As a community health service, LifeFlight is committed to equity of access and the delivery of world-class aeromedical care that positively influences health outcomes whilst demonstrating culturally-sensitive and inclusive healthcare. We recognise and respect the broad range of cultures and diversity within the communities we serve, and through this lens we are proud to be on the journey to reconciliation.

Our hope is for equity, recognition and advancement of Aboriginal and Torres Strait Islander peoples across all aspects of society and everyday life. We are proud to share LifeFlight's first Reconciliation Action Plan with the communities we serve, our partners, our patients and employees.



Rescue mission,
Kalkadoon Country.



Our RAP (cont.)

A deeper understanding and respect have always ignited and inspired our efforts to make a difference. This formal statement is our commitment to reconciliation, underpinned by key themes of Relationships, Respect and Opportunities. This Plan will help guide our organisation to effectively engage with Aboriginal and Torres Strait Islander peoples, establish mutual respect and trust, respond to Aboriginal and Torres Strait Islander peoples' needs and foster an enabling environment promoting their empowerment, equality and equity.

We will listen and learn on our journey to deliver culturally sensitive services that positively impact health outcomes for all Queenslanders. We will foster an inclusive and diverse workplace that respects, celebrates, and empowers First Nations people, communities, and contributions.

Our RAP Working Group and RAP Champion will work with members of the LifeFlight team and be guided by the Aboriginal and Torres Strait Islander communities we serve, to implement this Plan and strengthen Aboriginal and Torres Strait Islander relationships for the benefit of all.

Although early in the journey our hope is this Reconciliation Action Plan will provide tangible and substantive benefits by enhancing our service delivery and increase support of Aboriginal and Torres Strait Islander communities.





LifeFlight Critical Care Doctor and Paramedic, Giabal Country.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none">Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influenceResearch best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	<p>JUL 2024</p> <p>JUL 2024</p>	<p>Lead: General Manager (GM) - Regional Development</p> <p>Lead: Chief - Communications & Partnerships</p> <p>Support: General Manager (GM) - Regional Development</p>
2. Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none">Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staffRAP Working Group (RWG) members to participate in an external National Reconciliation Week eventEncourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation WeekPromote NRW with social media post	<p>MAY 2025</p> <p>27 MAY - 3 JUN 2025</p> <p>27 MAY - 3 JUN 2025</p> <p>27 MAY - 3 JUN 2025</p>	<p>Lead: GM - Marketing Support: GM - People & Culture (P&C)</p> <p>Various representatives</p> <p>Lead: Chief - Communications & Partnerships Support: GM - People & Culture (P&C)</p> <p>Lead: GM - Marketing</p>



Relationships (cont.)

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	<ul style="list-style-type: none">Communicate our commitment to reconciliation to all staff. Encourage and foster learning, communication and engagement of staff in reconciliation	JUN 2024	Lead: Chief - Communications & Partnerships Support: General Manager - P&C or Business Partners P&C
	<ul style="list-style-type: none">Identify external stakeholders that our organisation can engage with on our reconciliation journey	JUL - AUG 2024	Lead: Chief - Communications & Partnerships Support: General Manager (GM) - Regional Development
	<ul style="list-style-type: none">Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	JUN - JUL 2024	Lead: Chief - Communications & Partnerships Support: General Manager (GM) - Regional Development
4. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none">Research best practice and policies in areas of race relations and anti-discrimination	JUN - JUL 2024	Lead: Chief - Financial Officer Support: GM - P&C
	<ul style="list-style-type: none">Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	JUN - JUL 2024	Lead: Chief - Financial Officer Support: GM - P&C

Action	Deliverable	Timeline	Responsibility
<p>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</p>	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation Conduct a review of cultural learning needs within our organisation and identify opportunities to improve awareness and embedded culturally-sensitive healthcare delivery Consult with local Traditional Custodians, Aboriginal and Torres Strait Islander advisers, and/or stakeholders on options and opportunities to meet cultural learning needs 	<p>JUL 2024</p> <p>NOV 2024</p> <p>AUG 2024</p>	<p>Lead: Chief - Communications & Partnerships Support: General Manager - P&C or Business Partners P&C</p> <p>Lead: Chief - Financial Officer Support: Director of Clinical Services & Governance • LifeFlight Retrieval Medicine.</p> <p>Lead: Chief - Financial Officer Support: Director of Clinical Services & Governance • LifeFlight Retrieval Medicine.</p>
<p>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</p>	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol to new building/base openings and events and meetings (where possible) Include an Acknowledgement of Country or other appropriate protocols at the commencement of all important internal meetings and in important public correspondence (Annual Report and website) 	<p>JUN 2024</p> <p>JUN 2024 MAY 2025</p> <p>APR 2025 NOV 2025</p> <p>JUN 2024</p>	<p>Lead: GM - Regional Development Support: Regional Advisory Committees</p> <p>Lead: Chief - Communications & Partnerships Support: General Manager - P&C</p> <p>Lead: GM - Regional Development</p> <p>Lead: Chief Executive Officer Support: Company secretary</p>



Respect (cont.)

Action	Deliverable	Timeline	Responsibility
7. Develop standards of cultural competency for clinical staff	<ul style="list-style-type: none">Review clinical governance and safety standards and framework and consider inclusion of targeted training on diversity and inclusion and cultural safety and awarenessReview and update training to ensure all relevant clinical staff are trained in diversity and inclusion and cultural safety and awareness when on-boarded	JAN 2025 APR 2025	Lead: Director of Clinical Services & Governance • LifeFlight Retrieval Medicine Lead: Director of Clinical Services & Governance
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<ul style="list-style-type: none">Raise awareness and share information amongst our staff about the meaning of NAIDOC WeekIntroduce our staff to NAIDOC Week by promoting external events in local areasRAP Working Group to participate in an external NAIDOC Week event	First week JUN 2024 First week JUN 2025 JUN 2024 & 2025 First week JUL 2024 First week JUL 2025	Lead: GM - Marketing Support: General Manager - P&C or Business Partners P&C Lead: Chief Communications & Partnerships Support: General Manager - P&C or Business Partners P&C Lead: GM - Marketing Support: General Manager - P&C or Business Partners P&C





Opportunities

Action	Deliverable	Timeline	Responsibility
<p>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</p>	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation Review of HR and recruitment procedures and policies to identify barriers to Aboriginal and Torres Strait Islander participation in our workplace Review and identify opportunities for advertising of job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities Engage and support local Aboriginal and Torres Strait Islander artists – commission and display their work on our aircraft livery, in base buildings and uniform (if possible) 	<p>JUL 2024</p> <p>JUL 2024</p> <p>JUL 2024</p> <p>AUG 2024</p> <p>AUG 2024</p>	<p>Develop a business case for Aboriginal and Torres Strait Islander employment within our org</p> <p>Lead: Chief Financial Officer Support: GM - P&C</p> <p>Lead: Chief Financial Officer Support: GM - P&C</p> <p>Lead: Chief Financial Officer Support: GM - P&C</p> <p>Lead: Chief Financial Officer Support: GM - P&C</p>
<p>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</p>	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses Review Supplier Code of Conduct to identify any barriers to procurement from Aboriginal and Torres Strait Islander owned businesses Ensure RFPs provide scope and opportunity for response for Aboriginal and Torres Strait Islander businesses Investigate Supply Nation membership 	<p>MAY 2024</p> <p>AUG 2024</p> <p>SEP 2024</p> <p>MAY 2024</p>	<p>Lead: Chief Financial Officer</p> <p>Lead: Chief Financial Officer Support: Financial Controller</p> <p>Lead: Chief Financial Officer Support: Financial Controller</p> <p>Lead: Chief Financial Officer Support: Financial Controller</p>



Opportunities (cont.)

Action	Deliverable	Timeline	Responsibility
11. Explore opportunities to improve Aboriginal and Torres Strait Islander health outcomes	<ul style="list-style-type: none">Identify opportunities for prevention and intervention trauma training with Aboriginal and Torres Strait Islander stakeholders and organisations	JAN 2025	Lead: GM - Regional Development Support: Director of Clinical Services & Governance - LifeFlight Retrieval Medicine
	<ul style="list-style-type: none">Explore dedicated trauma training workshops for First Nations community at agreed locations and in support of RACQ's Foundation community assistance program	JAN 2025	Lead: GM - Regional Development Support: Director of Clinical Services & Governance - LifeFlight Retrieval Medicine
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	<ul style="list-style-type: none">Form a RWG to govern RAP implementation	MAY 2024	Lead: Chief External Affairs & Advocacy Support: GM - Regional Development
	<ul style="list-style-type: none">Draft a Terms of Reference for the RWG	MAY 2024	Lead: Chief External Affairs & Advocacy Support: GM - Regional Development
	<ul style="list-style-type: none">Establish Aboriginal and Torres Strait Islander representation on the RWG	JUN 2024	Lead: Chief External Affairs & Advocacy Support: GM - Regional Development



Governance

Action	Deliverable	Timeline	Responsibility
13. Provide appropriate support for effective implementation of RAP commitments	<ul style="list-style-type: none">• Define resource needs for RAP implementation• Engage senior leaders in the delivery of RAP commitments• Maintain a senior leader to champion our RAP internally• Define appropriate systems and capability to track, measure and report on RAP commitments	MAY 2024 MAY, SEP 2024 JAN, MAY, NOV 2025 MAY 2024 MAY 2024	Lead: Chief Communications & Partnerships Lead: Chief Communications & Partnerships Support: Chief of External Affairs & Advocacy Lead: Executive Leadership Team Lead: Chief Communications & Partnerships Support: Chief of External Affairs & Advocacy
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	<ul style="list-style-type: none">• 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• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	JUN annually 1 AUG annually 30 SEP annually	Lead: Chief Communications & Partnerships Lead: Chief Communications & Partnerships Lead: Chief Communications & Partnerships
15. Continue our reconciliation journey by developing our next RAP	<ul style="list-style-type: none">• Register via Reconciliation Australia's website to begin developing our next RAP	AUG 2025	Lead: Chief Communications & Partnerships

Contact.

Jemma Elder

Chief Communications & Partnerships

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