



INNOVATE

Reconciliation Action Plan

IHNA Reconciliation Action Plan
May 2026 – December 2026 • Refresh

*"Connecting
Together"*

Acknowledgement of Country



The Institute of Health & Nursing Australia (IHNA) acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Australia. We pay our deepest respects to Elders past, present, and emerging, recognising their enduring connection to land, waters, and communities.

We extend that respect to the Traditional Custodians of the lands on which our campuses operate — the Wurundjeri Woi-wurrung and Bunurong peoples of the Kulin Nation in Melbourne, the Burramattagal people of the Darug Nation in Parramatta, the Turrbal and Yuggera peoples in Brisbane, and the Whadjuk Noongar people in Perth.

A Note on This Refresh

This document refreshes the IHNA Innovate RAP for the period May 2026 to December 2026. Three things have changed since the original plan was endorsed.

First, IHNA has completed a substantial body of foundational work — embedding First Nations health competencies in nationally-recognised vocational training packages, recruiting Aboriginal and Torres Strait Islander academic and trainer staff, launching annual Indigenous Education & Empowerment seminars, and joining national bodies such as the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM), Reconciliation Australia and Reconciliation Western Australia. These are no longer commitments to make; they are foundations to build on.

Second, the action plan has been simplified into a single monthly cadence. The original plan listed dozens of overlapping deliverables; this refresh names one focal commitment per month, with a single named owner. The intent is to do each commitment well — and to make progress visible to the RAP Working Group, the IHNA leadership team and our community partners.

Third, this refresh has been developed in close consultation with Reconciliation Officers from Reconciliation Australia, whose guidance shaped both the structure and the priorities of the revamped plan. The action plan reflects IHNA's positioning as an ASQA-registered RTO operating under the Standards for RTOs 2025, with a focus on vocational nursing and healthcare pathways for Aboriginal and Torres Strait Islander students, and is delivered in parallel with the IHM RAP under shared HCl Group governance.

This refresh keeps every commitment of the original plan. It re-sequences them into a manageable monthly rhythm that respects both our operational capacity and the depth of relationship-building this work requires.

Our Vision for Reconciliation

At IHNA, we envision a future where vocational education serves as a bridge to equity, opportunity, and empowerment.

We are committed to ensuring that Aboriginal and Torres Strait Islander peoples have equal access to nationally-recognised vocational qualifications and meaningful careers in nursing, healthcare, mental health and community services, and to a society where their cultures, histories, and contributions are deeply respected and celebrated.

Guided by our values of Innovation, Caring, Excellence, underpinned by Honesty, Openness and Trust, we seek to create culturally safe training environments, embed truth-telling and self-determination in our delivery, and strengthen partnerships that drive positive change. We acknowledge the resilience and knowledge of Aboriginal and Torres Strait Islander communities, which have flourished for thousands of years, and we are committed to ensuring this wisdom continues to be valued in vocational nursing and healthcare training.

True reconciliation is achieved through shared learning, respect, and action. By walking together, listening, and learning, IHNA contributes to a future that is inclusive, fair, and enriched by the diversity of all peoples.

Message from the Board Chair



Chandana Hewage

Chair, Board of Directors (IHM, IHNA)

The Institute of Health & Nursing Australia is proud to present this refreshed Reconciliation Action Plan — a renewed reflection of our commitment to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples, and to ensuring equitable access to vocational education and employment opportunities in nursing and healthcare.

As an organisation dedicated to our mission of Education for Employment with the caring with passion purpose, we recognise that true reconciliation requires action, accountability and respect. The refresh you are reading is not a step back from our original commitments. It is a deliberate focusing of effort — one clear commitment each month, with a named owner — so that progress is visible and lasting.

On behalf of the IHNA Board, I extend my gratitude to all who have contributed to this work, and in particular to our Aboriginal and Torres Strait Islander partners and advisors. Reconciliation is a shared journey, and IHNA is committed to walking it well.



Dr Bijo Kunnumpurath

Chief Executive Officer & Founder,
HCI Group

At IHNA, we believe vocational education is a powerful force for change — opening doors to qualified careers in nursing, healthcare, mental health and community services. This refreshed Reconciliation Action Plan reflects IHNA’s ongoing commitment to ensuring Aboriginal and Torres Strait Islander peoples have equitable access to nationally-recognised vocational qualifications and to the placement and traineeship pathways that lead into a culturally safe health workforce.

As an ASQA-registered RTO, IHNA operates under the Standards for RTOs 2025, which explicitly require culturally responsive training and assessment. This RAP is how we translate those standards into action — through training package delivery, vocational placements, traineeships, and the relationships we build with Aboriginal health services and community organisations.

We have chosen to refresh this plan in the form of a single monthly cadence because we believe focused, well-executed commitments do more for reconciliation than long lists of overlapping intentions. Every level of IHNA is accountable for the commitments in this plan, in the true spirit of “All In” — with shared responsibility, language and understanding across the entire organisation.

At the heart of this commitment are our core values:



Innovation

Continuously improving our education and training models to meet diverse cultural needs.



Caring

Providing an environment where every individual is respected and supported.



Excellence

Striving for the highest standards in everything we do.



Honesty

Engaging in open, transparent, and meaningful conversations about reconciliation.



Openness

Creating space for Aboriginal and Torres Strait Islander voices in our decision-making.



Trust

Building long-term, authentic relationships with First Nations communities.

About IHNA



The Institute of Health & Nursing Australia (IHNA)

is a Registered Training Organisation (RTO), registered by the Australian Skills Quality Authority (ASQA), offering vocational education and training (VET) qualifications in nursing, healthcare, mental health, community services, and business administration for the health sector. IHNA is part of the HCI Group, alongside its sister institution the Institute of Health & Management (IHM).

Regulator and accreditation context

As an ASQA-registered RTO, IHNA operates under the Standards for Registered Training Organisations 2025. Our reconciliation commitments are designed to align with these Standards — particularly those relating to training and assessment quality, learner support, cultural competency in delivery, and access and equity for Aboriginal and Torres Strait Islander learners.

Programs and pathways

IHNA's training portfolio includes the Diploma of Nursing (HLT54121), Certificate III and IV in Individual Support and Ageing Support, qualifications in mental health, community services and early childhood education and care, and the new IHNA Online pre-launching mid-2026. Our Aboriginal and Torres Strait Islander RAP commitments are embedded across all qualification streams, with particular focus on vocational clinical placements, traineeship pathways, and First Nations-led delivery.

IHNA operates from campuses in Melbourne (Heidelberg, North Melbourne, CBD), Sydney (Parramatta), Brisbane, and Perth. Stakeholders include domestic and international VET students, hospital and aged-care placement partners, RTO sector peak bodies, and our regulator ASQA.

Foundations Already in Place

Before reading the monthly action plan, it is important to recognise the work that is already done. The commitments below were originally listed as future actions in earlier RAP iterations. They are now operating practice at IHNA, and they are not repeated as new commitments in the May–December 2026 plan.

Governance & Working Group

- RAP Working Group established (2021) with First Nations representation provided through the Aboriginal and Torres Strait Islander Education and Support Committee.
- Terms of Reference adopted; quarterly meeting cadence in operation.
- Internal RAP Champion appointed from senior management.

People & Recruitment

- Aboriginal and Torres Strait Islander trainers and assessors recruited and active in vocational delivery, including in First Nations health.
- “Aboriginal and Torres Strait Islander people are encouraged to apply” included as standard in IHNA trainer and professional job advertisements.
- Compulsory Aboriginal and Torres Strait Islander orientation unit in place for both staff and students.

Training & Vocational Delivery

- Annual Indigenous Education & Empowerment seminars conducted across IHNA campuses.
- Aboriginal and Torres Strait Islander community members serve as reviewers of training materials and as guest presenters in nursing and community services qualifications.
- First Nations health competencies embedded in Diploma of Nursing (HLT54121) and related qualifications.
- Standards for RTOs 2025 cultural responsiveness requirements integrated into delivery and assessment practice.

External Partnerships

- Membership of the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) maintained.
- Membership of Reconciliation Western Australia maintained.
- Active communication channel with the Victorian Aboriginal Community Controlled Health Organisation (VACCHO).
- Ongoing relationship with Maar Koodjal Aboriginal Corporation (Perth).

Cultural Recognition

- National Reconciliation Week and NAIDOC Week observed annually across all IHNA campuses.
 - Acknowledgement of Country practiced at major IHNA events, including training sessions.
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Our Reconciliation Action Plan

IHNA's RAP is built on Reconciliation Australia's framework of Relationships, Respect, and Opportunities, with Governance underpinning all three. The narratives below summarise our position in each pillar. The single monthly action plan that follows operationalises these pillars over May–December 2026.

Relationships

Relationships are the cornerstone of effective engagement with Aboriginal and Torres Strait Islander communities. IHNA is committed to bringing First Nations peoples, our trainers and students, and broader Australian communities together on a journey of increased mutual understanding and respect. Our annual Indigenous Education & Empowerment seminars, our partnerships with Aboriginal Community Controlled Health Organisations, and our work with hospital and aged-care placement partners are how we put this into practice.

Respect & Cultural Safety

A culturally safe environment is one where Aboriginal and Torres Strait Islander peoples feel safe and draw strength from their identity, culture, and community. IHNA is committed to embedding the voice of First Nations peoples into our organisation's vision, purpose, and values — through cultural learning for all trainers and assessors, observance of cultural protocols, and culturally responsive training and assessment practice aligned with Standards for RTOs 2025.

Opportunities

IHNA aims to be the vocational training provider that Aboriginal and Torres Strait Islander students choose, and the employer where First Nations trainers and assessors want to work. We do this by widening student pathways through traineeships and scholarships, by developing First Nations vocational employment pathways, and by directing procurement spend toward First Nations-owned businesses.

Governance

Our RAP is owned by the RAP Working Group and championed at IHNA leadership level. Quarterly working group meetings, annual reporting to Reconciliation Australia, and public progress updates ensure that our commitments are tracked, transparent, and accountable to the communities they serve.

Monthly Action Plan: May – December 2026

One focal commitment per month. One named owner. Eight months, eight commitments — covering all four pillars of the RAP framework.

Month	Focus	Pillar	Single Deliverable	Owner
May 2026	National Reconciliation Week	Relationships	Host IHNA's NRW event (27 May – 3 June) at a flagship campus. Invite an Aboriginal nurse, midwife or health worker as keynote; register the event on Reconciliation Australia's NRW site.	Event Coordinator
Jun 2026	Cultural Safety in VET Training	Respect	Launch the online cultural awareness module aligned to Standards for RTOs 2025. Mandatory for all IHNA trainers, assessors and professional staff; complete by 30 June.	People & Culture
Jul 2026	NAIDOC + Placement Partnership	Relationships	Celebrate NAIDOC Week. Sign one new MOU with an Aboriginal Medical Service or community-controlled aged care provider for Diploma of Nursing clinical placements.	Academic Director
Aug 2026	Traineeship & Scholarship Revamp	Opportunities	Revamp IHNA's First Nations vocational scholarship and develop a traineeship pathway with at least one Aboriginal health service partner. Promote through CATSINaM and Aboriginal media.	Academic Director
Sep 2026	RAP Impact Reporting	Governance	Submit IHNA's annual RAP Impact Survey to Reconciliation Australia (due 30 September). Table mid-year progress with IHNA senior leadership.	RAP Project Manager
Oct 2026	IHNA Online Cultural Safety	Respect	Embed Acknowledgement of Country in all IHNA Online modules; review the IHNA Online platform for cultural safety design and accessibility for First Nations learners.	Academic Director

Month	Focus	Pillar	Single Deliverable	Owner
Nov 2026	Training & Supplier Diversity	Opportunities	Publish IHNA's First Nations supplier list; review training packages for First Nations health competency uplift and embed updated content in Diploma of Nursing delivery.	People & Culture
Dec 2026	Refresh & Plan Forward	Governance	Submit IHNA traffic-light report to Reconciliation Australia. Register to develop IHNA's next RAP. Year-in-Review tabled with IHNA leadership.	RAP Project Manager

How to read this plan

- Each row is the only RAP-specific commitment for that month. Existing operating practices (orientation units, seminars, community memberships, etc.) continue in parallel — they are not duplicated here.
- The named owner is accountable for delivery. The RAP Project Manager coordinates and reports, but does not personally execute every line.
- The Pillar column shows how the eight commitments distribute across Relationships (×2), Respect (×2), Opportunities (×2), and Governance (×2).
- Commitments build on each other: NRW (May) creates visibility for cultural training (June); training prepares staff for the protocols rollout (October); the scholarship revamp (August) is announced into a workforce that has already done the cultural learning.

Year-End Targets

Alongside the monthly focal commitments, IHNA sets cross-cutting targets that run across the full May–December 2026 period. These are tracked through the monthly RAP team meetings and reported to the Aboriginal and Torres Strait Islander Education & Support Committee.

Target	Melbourne	Sydney	Brisbane	Perth
<p>VET Placement Partner</p> <p><i>Minimum one Aboriginal health service or community-controlled placement partner per location for Diploma of Nursing students, by 31 Dec 2026</i></p>	1	1	1	1
<p>Owner: Academic Dean, in partnership with Campus Managers.</p> <p>Milestones: Initial outreach by August • Two MOUs signed by October • Four MOUs signed by December.</p>				

Securing Aboriginal health service and community-controlled placement partners across each of IHNA's four campus locations is a strategic priority for FY26. Vocational clinical placements with these partners provide IHNA Diploma of Nursing students with culturally safe learning environments led by First Nations health services, supporting our compliance with the Standards for RTOs 2025 and embedding cultural safety into the lived experience of vocational nursing training.

This target is a cross-pillar commitment touching Relationships (partnership-building with Aboriginal health services), Respect (culturally safe vocational training) and Opportunities (placement quality and First Nations VET nursing pipeline).

Governance

IHNA understands that a RAP is a starting point, not an endpoint. The governance below ensures that the monthly action plan is tracked, that obstacles are surfaced early, and that learnings inform the next RAP.

Action	Cadence & Detail	Owner
RAP as standing agenda item in management meetings	RAP progress is included as a standing agenda item at every IHNA management meeting (executive, campus, and divisional). Each meeting hears a brief update on the current month's commitment and any blockers — keeping RAP visible across the organisation.	All Managers / RAP Champion
Monthly RAP team meeting	Internal monthly meeting chaired by the RAP Project Manager. Action owners report against the monthly plan and cross-cutting targets; blockers escalated to the RWG.	RAP Project Manager
Reporting to the Education & Support Committee	Quarterly RAP progress report submitted to the Aboriginal and Torres Strait Islander Education & Support Committee (June, September and December 2026), aligned with the RAP Working Group meeting calendar. The Committee is the primary First Nations oversight body for IHNA's RAP and approves both the RAP and its supporting budget.	RAP Project Manager
Expand RWG membership	Distribute an expression of interest to recruit new Aboriginal and Torres Strait Islander members to the RAP Working Group. EOI distributed by July 2026; target of two to three new members onboarded by September 2026.	RAP Project Manager & Academic Director
RAP Working Group oversight	Quarterly meetings: June, September, December 2026 (and into 2027). Standing agenda: progress against monthly plan, year-end targets, blockers, community feedback.	RAP Project Manager
Senior accountability	Internal RAP Champion (CEO or delegate) reports RAP status to the HCI Board twice yearly (June, December).	CEO / Board Chair

External reporting	Annual RAP Impact Survey to Reconciliation Australia (30 September). Public progress update (December).	RAP Project Manager
Next RAP	Register and submit traffic-light report by December 2026. Begin Stretch RAP scoping in Q1 2027.	RAP Project Manager

Reporting Cadence

- Embedded: RAP is a standing agenda item at every HCI management meeting (executive, campus, divisional).
- Monthly: RAP team meeting (internal) to ensure actions are tracked and delivered.
- Quarterly: RAP progress report submitted to the Aboriginal and Torres Strait Islander Education and Support Committee; RAP Working Group meeting (June, September, December 2026).
- Twice-yearly: Board update from RAP Champion (June, December 2026).
- Annually: RAP Impact Survey to Reconciliation Australia (30 September); public progress update (December).

RAP Working Group Structure

The RAP Working Group (RWG) is the operational body responsible for delivery of the monthly action plan, the year-end cross-cutting targets, and the cross-pillar commitments of this RAP. Its membership is designed to embed reconciliation into every functional area and every campus location of IHNA — not to sit apart from operations, but to ensure that RAP delivery is owned by the same leaders who run the business.

RWG membership is currently under review. The expression of interest action scheduled for July 2026 will add new Aboriginal and Torres Strait Islander members to the Group. First Nations representation is drawn from the Aboriginal and Torres Strait Islander Education and Support Committee, which is a separate and stable body, and is the First Nations oversight authority for IHNA's RAP.

Role / Position	Function on RWG	Notes
RAP Project Manager	Coordinator & Secretary	Convenes meetings, tracks delivery, prepares quarterly reports.
Academic Director / Academic Dean	Academic lead	Owens curriculum, scholarship and clinical-partnership commitments.
Department Heads	Standing members	Each Department Head sits on the RWG, ensuring RAP commitments are embedded in their functional area.
Campus Managers (Melbourne, Sydney, Brisbane, Perth)	Standing members	Accountable for delivery of campus-level commitments — clinical partners, NRW and NAIDOC events, local protocols.
Head of People & Culture	Workforce lead	Owens recruitment, retention, cultural learning and HR policy commitments.

Internal RAP Champion (senior management)	Sponsor	Provides senior leadership visibility and Board interface.
First Nations members (current and incoming)	Voice & authority	First Nations representation drawn from the Aboriginal and Torres Strait Islander Education and Support Committee, with new members to be onboarded by September 2026.

Department Heads and Campus Managers are standing members of the RAP Working Group. This means RAP commitments are owned and delivered through IHNA's existing leadership structure, not by a parallel team.

Contact Us

Dr Shisir Manandhar
Academic Director

 shisir@hci.edu.au

Nayana Babu Sreelatha
RAP Project Manager

 nayana@hci.edu.au

Febina Benny
Public Relation Coordinator

 febina@hci.edu.au

www.hcigroup.com.au

