



HEALTHY COMMUNITIES AND

WORLD CLASS HEALTHCARE

CARING | PASSIONATE | TRUSTWORTHY

BENDIGO HEALTH DIVERSITY PLAN

2016-2019

Developed March 2017

Part A
Consumer Diversity

SUPPORTING STANDARDS, FRAMEWORKS & POLICIES:

- Department of Health 2009, *Australian Charter on Healthcare Rights in Victoria*
- Department of Health 2005, *Language services policy*
- Department of Health 2009, *Cultural Responsiveness Framework- guidelines for Victorian health Services*
- Department of Health 2009, *Well proud. A guide to gay, lesbian, bisexual, transgender and intersex inclusive practice for health and human services*
- National Safety & Quality Health Service Standards (NSQHS)- Sept 2012
- Commonwealth Home and Community Care, *National Standards Instrument and guidelines*
- Disability Standards
- Victorian State Disability Plan 2013-2016
- Aged Care Accreditation Standards

FOREWORD:

Health equity is about everyone in the community having the necessary knowledge, skills and resources to achieve and maintain good health and wellbeing
(Source: *World Health Organisation*)

Bendigo Health (BH) is committed to ensuring that access to and equity of health services are available to people within the diverse society in which we live.

It is well documented that people who are most vulnerable to poor service access and equity are those who are:

- Of Aboriginal and Torres Strait Islander descent
- Socio-economically disadvantaged
- Living in rural or remote areas
- Living with a mental illness or intellectual disability
- Living with abuse or neglect
- Living with a physical disability (including communication deficits)
- Affected by discrimination, social exclusion or incarceration
- From cultural or linguistically diverse backgrounds, particularly refugees and survivors of torture and trauma.

This Diversity Plan seeks to identify and address barriers to service access and equity from a whole of organization perspective. It is formed from BH's Disability Access Plan -2014-2016 and Cultural Responsiveness Plan 2014-2017.

It aligns with BH's Strategic Plan objectives and sits alongside its Integrated Aboriginal Health Plan (see Planning Structure below).

Bendigo Health Planning Structure

(For Department of Health Requirements)



1. ORGANISATIONAL EFFECTIVENESS

Bendigo Health strives to demonstrate a whole of organization approach to supporting access to high quality, safe, person/ family centred care for the diverse population it serves.

Overall Strategies	Tasks/Target outcomes:	Responsibility/key lead	Timelines for completion/Review date
1.To have a Bendigo Health Diversity plan inclusive of cultural, disability, access and demand issues related to health equity.	Develop a Diversity plan and seek input from key stakeholders	Manager SWD & Diversity Officer	Oct 2016
	Obtain approval via Diversity committee, CAC and Executive	Exec. Director Manager-SWD	June 2017
	Ensure that the Diversity Plan is accessible to staff &/or consumers via the intra/internet	Diversity Officer/ Communications & Marketing	July 2017
	Promote the Diversity Plan across BH	Diversity Committee members	By July 2017
2.Monitor, review and report against Diversity plan objectives at Diversity Committee meetings	Regularly review and update the plan	Diversity committee	At each Diversity Committee meeting
	Report Diversity Plan progress and outcomes as required to key stakeholders and other committees	Manager SWD & Diversity Officer	As required, including Quality of Care report
3.That those with a disability are supported appropriately whilst at BH	Have appropriate directions, signs and symbols to support way finding at both internal and external campuses	Buildings and Infrastructure (old BH buildings and regional buildings) Spotless (new Bendigo Hospital)	Ongoing

1. **ORGANISATIONAL EFFECTIVENESS**

Bendigo Health strives to demonstrate a whole of organization approach to supporting access to high quality, safe, person/ family centred care for the diverse population it serves.

Overall Strategies	Tasks/Target outcomes:	Responsibility/key lead	Timelines for completion/Review date
	Provide support for inpatients and residents requiring assistance at mealtimes, monitored via VHES	AH Director, AH and Nursing staff	Ongoing
	Ensure staff are aware of availability and use of communication aids via Speech Pathology	Speech Pathology/ Business managers	Ongoing
	Ensure Auslan interpreting is offered to deaf people on presentation/ during care pathway	Business managers, support via Deaf Access Worker	Ongoing
	Ensure that all staff are aware of and have access to the Centre for Developmental Disability Health Victoria's training kit. Rollout to begin approx March 2017	Speech Pathology/ Rural Health Team	End Dec 2017
	Explore options to improve access to services and support for patients with significant disabilities (DHSS funded -Enhancing Health Services Access and Support project)	CHERC (ED, HCCC Exec sponsor)	End June 2017
4. That BH services are able to meet any newly identified needs in a timely and appropriate way	Attend the Bendigo Planning and Settlement committee and report to the Diversity Committee	Manager SWD	Quarterly
	Attend Bendigo Refugee Health and Wellbeing sub-committee meetings and report to the Diversity Committee	Manager- Infectious Diseases Clinic	Quarterly

1. ORGANISATIONAL EFFECTIVENESS

Bendigo Health strives to demonstrate a whole of organization approach to supporting access to high quality, safe, person/ family centred care for the diverse population it serves.

Overall Strategies	Tasks/Target outcomes:	Responsibility/key lead	Timelines for completion/Review date
	Ensure that written communications are created with a health literacy focus for both consumers and staff	Healthy Communities Director and Communications and Marketing	Ongoing
	Ensure provision of culturally/ religiously appropriate food options for patients and staff by modifying menu's according to requirements	Allied Health (SW and dietetics) and PPP contracts manager	Ongoing
	Ensure that the spiritual needs of all faith traditions are provided for by accrediting chaplains from faith traditions and have contact details available on the intranet.	Pastoral Care Manager	Ongoing
	Clearly display Interpreter and Auslan symbols at entrance/receptions areas and /or on patient information material/ brochures as needed	Diversity Officer Business Managers Supported by Deaf Access Worker	Ongoing
	Provide and encourage access to interpreters and ensure that documents to support information sharing and care are translated into the language used by the patient if needed.	Business Managers Manager SWD Diversity Officer	Ongoing

1. ORGANISATIONAL EFFECTIVENESS

Bendigo Health strives to demonstrate a whole of organization approach to supporting access to high quality, safe, person/ family centred care for the diverse population it serves.

Overall Strategies	Tasks/Target outcomes:	Responsibility/key lead	Timelines for completion/Review date
5.To support best practice in service delivery, policy, protocols, procedures and guidelines will be developed and reviewed in line with overarching Quality Standards and relevant Government policy	Support BH Departments to reflect diversity when reviewing / creating policy, protocols, procedures or guidelines eg <ul style="list-style-type: none"> - Person Centred Care policy and iLearn module - Cultural and ceremonial leave policy - Residential Care Services- Cultural Care guidelines - Psychiatric Services- Gender Responsiveness policy 	Departments/ Diversity Committee/ Quality@BH	As required
	Ensure the Diversity and Communication, Language and Interpreting Services Protocol and associated documents/ forms are reviewed to reflect current standards of practice	Diversity Committee	As required or per PROMPT review timelines
6. Information relating to diversity is easily accessible to staff	Ensure the Diversity, Interpreter Services and Aboriginal Health intranet pages are current and have links to relevant information, documents and resources	Manager SWD/ Diversity Officer/AHLO	As required
	Transfer knowledge on updated information to staff via the staff e-newsletter	Manager SWD/ Diversity Officer/AHLO	As required

1. ORGANISATIONAL EFFECTIVENESS

Bendigo Health strives to demonstrate a whole of organization approach to supporting access to high quality, safe, person/ family centred care for the diverse population it serves.

Overall Strategies	Tasks/Target outcomes:	Responsibility/key lead	Timelines for completion/Review date
7. That staff have access to and are encouraged to undertake training related to the diversity of the population they serve	Diversity related information, training or education is available and promoted via internal newsletters, ODI training lists and GMGR promotion <ul style="list-style-type: none"> - Develop/ update a Communication and Language in-service module and promote/ deliver to departments/ services - Provide Diversity at BH information/ updates to staff via the e-newsletter - Training opportunities are promoted, arranged and monitored 	Diversity Officer/ Deaf Access worker Diversity Officer Diversity Officer/Comms and Marketing ODI/ Diversity Officer	As required Following each Diversity Committee meeting As available As available
8. That older inpatients/ residents at BH are supported to reduce functional decline	That staff use the 'Older people in hospital' resource which is located on the BH intranet and has been promoted to staff to support staff to minimize functional decline is utilized and accessible Progress the Enriching Environment pilot project	Business Managers, ED, HCCC Project Officer	Ongoing October 2017
9. To support or increase diversity support roles across BH	BH to support the following roles- <ul style="list-style-type: none"> - Diversity Officer (0.1 EFT) - AHLO (1 EFT) 	ED, HCCC, Manager SWD	Ongoing

1. ORGANISATIONAL EFFECTIVENESS

Bendigo Health strives to demonstrate a whole of organization approach to supporting access to high quality, safe, person/ family centred care for the diverse population it serves.

Overall Strategies	Tasks/Target outcomes:	Responsibility/key lead	Timelines for completion/Review date
10. Collaborate with other organisations to improve services and service access	<ul style="list-style-type: none">- Consumer Participation Support worker- Regional Deaf Access workers <p>BH to explore any other opportunities for growth of these or other key positions, including need for male and female AHLOs.</p>	ED, HCCC and Manager SW	June 2017
	<p>BH-Emergency Dept and La Trobe University are currently researching disability access at ED in an effort to improve access for those with a disability to buildings and services</p>	Chair-Diversity Committee	Dec 2017

2. RISK MANAGEMENT

Bendigo Health uses internal risk management processes and external feedback to identify, monitor and minimise barriers and risks to service access and equity.

Overall Strategies	Tasks/Target outcomes	Responsibility/key lead	Timelines for completion/review date
11. Provide regular reports relating to cultural and linguistic diversity to inform decision making.	<p>Report to include:</p> <ul style="list-style-type: none">- Interpreting usage data- Information and resources relating to CALD- In service training	Diversity Officer	For quarterly meetings

	- Resources and training opportunities		
	Report to include complaints and risk management concerns regarding <ul style="list-style-type: none"> - CALD/ Deaf communication - Disability access - Any other diversity related concerns 	Quality@BH	For quarterly meetings

3. CONSUMER PARTICIPATION Bendigo Health encourages and supports diverse groups to work with them to enhance service development in line with community needs			
Overall Strategies	Tasks/Target outcomes	Responsibility/key lead	Timelines for completion/review date
1.To be more inclusive of consumers from diverse backgrounds on BH committees	That the Diversity Committee models diversity in it's membership by inviting and facilitating relevent consumer membership	Diversity Committee and Diversity Officer	Ongoing
	That other committees actively seek a diverse range of members as per their committee's Terms of Reference (TOR)	Executive Directors/ Nursing Directors/Consumer Participation Officer	Ongoing

Part B
Workforce Diversity

SUPPORTING STANDARDS, FRAMEWORKS & POLICIES:

Bendigo Health Internal Documents

- Aboriginal Employment Plan
- Bullying Policy
- Employee Assistance Program Policy
- Recruitment and Selection Policy
- Staff Grievance Resolution Protocol
- Workforce Plan 2015-2020

External Documents

- Age Discrimination Act 2004 (Cth)
- Code of Conduct for Victorian Public Sector Employees
- Department of Health 'Reserving employment positions for Aboriginal people' October 2011 Equal Opportunity Act 2010 (Vic)
- Department of Planning and Community Development 2010, Karreeta Yirramboi, State Government of Victoria, Melbourne
- Equal Opportunity for Women in the Workplace Act 1999 (Cth)
- Fair Work Act 2009 (Cth)
- Multicultural Victoria Act 2011 (Vic)
- Public Administration Act 2004 (Vic)
- Sex Discrimination Amendment (Sexual Orientation, Gender Identity and Intersex Status) Act 2013 incorporating LGBTI
- The Disability Discrimination Act 1992 (Cth)

- The Human Rights and Equal Opportunity Commission Act 1986 (Cth)
- The Racial and Religious Tolerance Act 2001 (Vic)
- The Racial Discrimination Act 1975 (Cth)
- The Racial Hatred Act 1995 (Cth)
- The Sex Discrimination Act 1984 (Cth)
- The Victorian Charter of Human Rights and Responsibilities Act 2006 (Vic)
- WorkSafe Victoria, Your guide to Workplace bullying – prevention and response
- Worksafe Victoria, A guide for employers – Preventing and responding to work-related violence

FOREWORD:

Bendigo Health supports a diverse workforce and recognises that workforce diversity builds organisational capability. We understand that diversity is about acknowledging and valuing the different skills, knowledge, experience, attitudes, beliefs, opinions and views that people bring to the workplace – regardless of whether those differences are based on age, gender, ethnicity, sexual orientation, social background or other factors.

Bendigo Health is committed to the principle of equal opportunity for staff in all employment related matters and to using the full potential of the workforce in an open, competitive and flexible manner. Accordingly, all staff members are entitled to access employment, promotion, training, transfers and the benefits of employment on the basis of merit and to be assessed on the basis of their skills, qualifications, abilities, motivation and performance.

Bendigo Health's position on equal opportunity reflects our desire for all staff to enjoy a positive and equitable work environment where each person has the opportunity to progress to the extent of their own ability in an environment that is safe, flexible, fair, culturally appropriate, friendly and professional.

Part B of the Diversity Plan aligns with Bendigo Health's strategic objectives to build a high performing workforce and fits with the organisation's objectives to pursue workforce initiatives that create an efficient and sustainable workforce. Part B of the Diversity Plan also complements Bendigo Health's:

- Workforce Plan,
- Aboriginal Employment Plan, and
- *Mature Age Workers Add Value* Project Plan (see Planning Structure below).

Part B of the Diversity Plan seeks to identify and address barriers to building a diverse workforce and to providing equal opportunity for staff and prospective staff. It was formed from Bendigo Health's Disability Access Plan -2014-2016 and Cultural Responsiveness Plan 2014-2017.

Bendigo Health strives to:

- Create a diverse and inclusive workforce that reflects the community Bendigo Health serves
- Identify, investigate and minimise barriers for people with diverse needs from obtaining and maintaining employment or volunteering at Bendigo Health
- Build organisational capability through workforce diversity

Bendigo Health
Strategic Plan

```
graph TD; A[Bendigo Health Strategic Plan] --- B[People and Culture Business Plan]; B --- C[Organisation Wide Workforce Plan*];
```

People and
Culture
Business Plan

Organisation Wide
Workforce Plan*

4. EFFECTIVE WORKFORCE

Overall strategies	Tasks/ target outcomes	Responsibility/ key lead	Timeline for completion/review	Status updates
DEMOGRAPHICS AND REPORTING				
Develop and build on Bendigo Health's current attraction, recruitment, retention activities the support workforce diversity and inclusion	<p>Collect, monitor and report on staff and volunteer data regarding diversity (e.g. Age, gender, race, cultural heritage, ethnicity, disability, A&TSI Australians, CALD background, etc.)</p> <p>Conduct a review of the current system capacity and capability to collect, monitor and report information of this nature.</p>	People & Culture/Payroll Services	March 2018	Nil
	<p>Analyse ABS data to understand how diverse the Loddon Mallee region is – compare this to Bendigo Health's data and identify gaps and areas for improvement.</p> <p>Determine if Bendigo Health's workforce is representative of the community it serves?</p>	People & Culture	March 2018	Nil
	<p>Survey staff attitudes to diversity and inclusion.</p> <p>Seek to understand the unique challenges faced by minority and groups of disadvantage in gaining work and remaining in the workforce.</p>	People & Culture	Ongoing	People Matter Survey
	<p>Complete the Human Rights Workplace Inclusion tool to determine organisational level of understanding of cultural diversity and identify training needs</p>	People & Culture	March 2018	Nil

	<p>Self-assessment tool – Pilot in P & C</p> <p>https://culturaldiversity.humanrights.gov.au/home.html</p> <p>User name: mforrester@bendigohealth.org.au</p> <p>Password: PeopleCulture1</p>			
	<p>Where possible collaborate with other organisations to promote the benefits of workforce diversity and inclusion – utilise special events/days to help spread the message.</p>	<p>People & Culture</p>	<p>Ongoing</p>	<p>Key Relationship with COBG, BDAC</p>

Overall strategies	Tasks/ target outcomes	Responsibility/ key lead	Timeline for completion/review	Status updates
EDUCATION, TRAINING AND RESOURCES				
Develop and promote a learning culture that supports and addresses systematic barriers to diversity and inclusion in the workplace	Promote a culture of continual learning where all workers, are encouraged to participate in training, learning and development opportunities	CLADU/OD	Ongoing	Nil
	Ensure all staff are given equal access to training, promotion and appointment opportunities	All	Ongoing	Bendigo Health already has policies, procedures and guidelines in place that ensure all staff are given equal access to training, promotion and appointment opportunities
	Educate and support managers to know and understand how to manage a workforce that is diverse and inclusive.	Organisational Development	Ongoing	Nil
	Arrange unconscious bias training for identified leadership positions.	Organisational Development	July 2018	
	In liaison with Business Managers, identify staff who require assistance to function effectively in the workplace e.g. <ul style="list-style-type: none"> - English language - Support with technology 	Organisational Development	Ongoing	

	<p>Use visual images and promotional material in the workplace that build a vision of a diverse workforce.</p>	<p>Communications & Marketing</p>	<p>Ongoing</p>	
	<p>Use Bendigo Health's staff intranet, e-newsletter and other appropriate communication channels and expand the current GMGR modules <i>Working with Diversity</i> and <i>Workforce Planning</i> to promote Bendigo Health's workforce diversity and inclusion programs and initiatives. For example, to:</p> <ul style="list-style-type: none"> • launch the new Diversity Plan • promote the Aboriginal Employment Plan • promote the Mature-age Workers On-line Resource Toolkit • promote training and development opportunities • promote transition to retirement provisions • promote relevant entitlements, benefits, policies, procedures and guidelines (e.g. Cultural and Ceremonial Leave Policy, Flexible Working Policy, Reasonable Workplace Adjustment for Disability Protocol, Equal Opportunity Policy, e.g.) 	<p>People & Culture/Communications and Marketing</p>	<p>Ongoing</p>	

Overall strategies	Tasks/ Target Outcomes	Responsibility/ key lead	Timeline for completion/review	Status updates
ATTRACTION, RECRUITMENT & RETENTION				
Develop and implement workforce strategies to improve the attraction, recruitment and retention of a diverse workforce	Ensure Bendigo Health's policies, procedures and guidelines support the employment and attraction recruitment and retention of people from diverse backgrounds	People & Culture	Ongoing	Bendigo Health already has policies, procedures and guidelines in place that support the employment and retention of people from diverse backgrounds
	Utilise the special measures in the Equal Employment Opportunity Act 2010 to advertise and reserve positions for Aboriginal people to meet targets identified in the BHCG Aboriginal Employment Plan and Victorian Government Karreeta Yirramboi strategy	People & Culture	Ongoing	Bendigo Health already has policies, procedures and guidelines in place that utilise these special measures
	Provide assistance with professional and personal transitions, presenting retirement as a 'stepping down' process, rather than a 'stepping out'	People & Culture	Ongoing	
	Provide career management, coaching and mentoring and succession planning to ensure a higher representation of staff from a diverse background in roles across the organisation.	People & Culture	Ongoing	

Overall strategies	Tasks/ Target Outcomes	Responsibility/ key lead	Timeline for completion/review	Status updates
WORKPLACE DESIGN				
Encourage workplace design initiatives that remove barriers to, and encourage the participation of employee from	Identify buildings and facilities that may disadvantage staff with a disability	OH&S		
	Provide opportunities for staff to raise inclusion needs (e.g. access to prayer rooms, uniform modifications, catering requirements) during induction and/or incorporate as a theme into Leader Rounding.	All		
	Provide informal opportunities for staff to meet and interact with different cultural groups and learn about their culture by participating in special events, festivities happening in the workplace or in the community (e.g.: Bendigo Festival of Cultures)	All		