



# CAHS Multicultural Action Plan



Compassion

Accountability

Excellence

Equity

Collaboration

Respect

2022-2027

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# Foreword



**We are proud to present our second Multicultural Action Plan 2022-2027 that will guide our ongoing commitment at the Child and Adolescent Health Service to building a harmonious, inclusive and culturally responsive health system in Western Australia.**

Our vision for a future where everyone can access timely, responsive and culturally secure healthcare is underpinned by our core organisational value of Equity. The Child and Adolescent Health Service embraces diversity as one of our greatest strengths and we acknowledge our responsibility in fostering understanding of our own individual cultural lens to ensure our services continue to be safe, cohesive and welcoming.

We find ourselves in the privileged position of supporting the health and wellbeing of infants, children and young people across the State and it is our responsibility to identify and address barriers and systems that contribute to disadvantage, discrimination and inequality. This Plan will guide the way towards achieving this by establishing the foundation and structures for partnership, collaboration and shared agendas with our consumers, partners and the broader community.

We acknowledge the significant contribution that the family of Aishwarya Aswath has made towards shaping a legacy of lasting change across our health service. Our commitment to them is that we will reach our full potential of delivering child and family centred care that is tailored to the diverse needs of our community.

Valerie Jovanovic  
A/CAHS Chief Executive

Dr. Rosanna Capolingua  
CAHS Board Chair

Tania Harris  
Chair, Consumer Advisory Council

Amelie Farrell  
Chair, Youth Advisory Council

# Introduction

## Purpose of this plan

The CAHS Multicultural Action Plan 2022-2027 captures the goals and actions that will be undertaken as a health service to ensure we are working toward the core principles of the WA Multicultural Policy Framework and that our health service delivers on being welcoming, inclusive and equitable for the children, adolescents and families of WA's diverse communities.

## The WA Multicultural Policy Framework

This Plan has been developed in accordance with the WA Multicultural Policy Framework 2020 (WAMPF) which serves to translate the core principles of the WA Charter of Multiculturalism 2004 – civic values, fairness, equality and participation – into an actionable, outcome-focused framework for public sector agencies.

The WAMPF outlines policy priorities and objectives, and provides guidance for ensuring that public policies, programs and services allow every Western Australian to participate fully and equitably.

The CAHS Multicultural Action Plan addresses the three main priority areas of the WAMPF, which are:

- 1 Harmonious and inclusive communities
- 2 Culturally responsive policies, programs and services
- 3 Economic, social, cultural, civic and political participation.

## Acknowledgment of Country

The Child and Adolescent Health Service would like to acknowledge the traditional custodians of the land, the Noongar people and the Aboriginal people of the many traditional lands and language groups of Western Australia. We acknowledge the wisdom of Aboriginal Elders both past and present and pay respect to Aboriginal communities of today.

## Alignment to CAHS Values

CAHS is driven by its values. One of the most important values forming the basis of this plan is Equity. CAHS upholds the goals of Substantive Equality by acknowledging that the fundamental right to individual health must include Social Determinants of Health factors. Through a values driven approach CAHS reinforces its commitment to addressing challenges faced by marginalised populations with the ultimate goal of health equity.



# Glossary of terms

CAHS aims to create an inclusive environment and recognises that the predominant Government terminology used for culturally and/or linguistically diverse individuals and groups may not suit or capture the unique and/or collective challenges.

Where possible CAHS refers to diversity generally, but aims to address specific known challenges faced by individuals and subgroups from a range of backgrounds and experiences. CAHS recognises that the language used throughout this document may not align with the preferences of every individual and group.



The following provides an overview of some of the key terms used within this document.

## **Culturally and Linguistic Diverse**

People who are born in identified countries which are not mainly English speaking and who speak proficiently in a language other than English. Within this broad definition sits multiple and complex subgroups that may require additional support or have different needs.

## **English Language Proficiency (ELP)**

Refers to one's ability to understand or produce English including reading and writing.

## **Multicultural**

Relating to or containing several cultural or ethnically diverse groups within a society.

## **Staff**

References made to 'staff' throughout this document includes all CAHS employees and volunteers, unless these terms are used independently of each other.

## **Consumer**

A child, young person, parent, carer, or family member who has previously accessed, is currently accessing, or who is eligible to access health services in the future.

## **Language Services**

Includes interpreting and translating services to facilitate effective communication between health system staff and consumers who have limited English proficiency and people who are deaf or hard of hearing.

# An overview of the Child and Adolescent Health Service

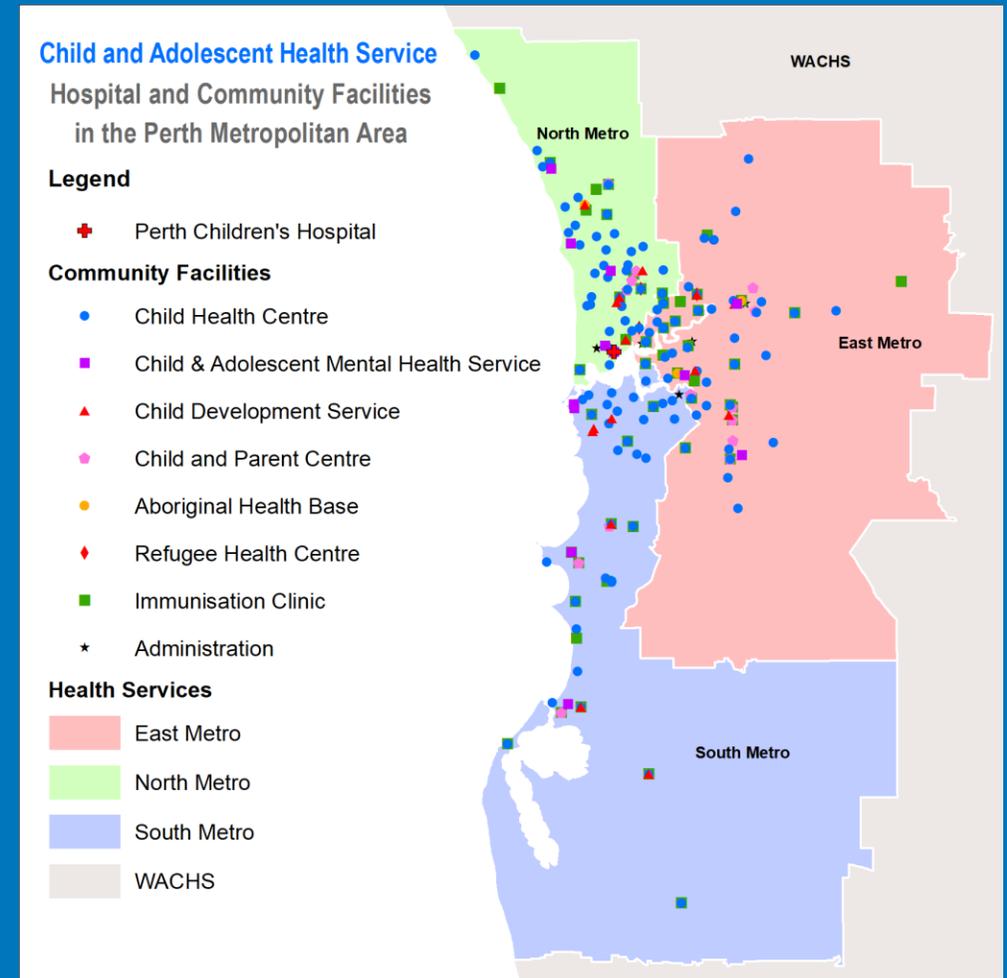
The Child and Adolescent Health Service is made up of **Neonatology, Community Health, Child and Adolescent Mental Health Service and Perth Children's Hospital**, providing health services to Western Australian babies, children and young people, aged from 0-18 years.

**Neonatology** provides state-wide tertiary neonatal services to the sickest newborn babies and infants from across Western Australia.

**Community Health** offers a range of services to all babies, children and young people in Perth, including child health (purple book appointments), immunisations and school health. Community Health also provide extra services for families who may need them, including Aboriginal and refugee families and Child Development Service for children who need extra support with their development.

The **Child and Adolescent Mental Health Service** provides mental health services to infants, children, adolescents and their families across the Perth metropolitan area. Services include community based programs as well inpatient care and a range of specialised services for children with complex mental health conditions across Western Australia.

**Perth Children's Hospital** is Western Australia's only dedicated children's tertiary hospital and provides services to children and young people up to 16 years of age, from across the state.



# Our progress to date

## CAHS Multicultural Plan 2021

The inaugural CAHS Multicultural Plan 2021 was a focused 12-month plan, designed to achieve some key foundational work towards the core priorities of the WA Multicultural Policy Framework.

## Key Achievements of the 2021 Plan

- ✓ Increased diversity of consumer representatives on peak CAHS consumer councils and the addition of an Equity, Diversity & Inclusion champion on the CAHS Board.
- ✓ Strengthened focus on equity, diversity and inclusion across key CAHS plans and strategies e.g. CAHS Strategic Plan.
- ✓ Implemented mandatory cultural competency training courses, specific to clinical and non-clinical staff (e.g. Centre for Culture, Ethnicity and Health and Diverse WA e-learning).
- ✓ Commenced a needs-assessment to strengthen community-based child health services in collaboration with non-Government Organisations in the Settlement and Multicultural Services Sector.
- ✓ Consumer feedback reporting now specifically highlights the views of people from culturally and/or linguistically diverse backgrounds.
- ✓ Implemented welcome signage in different languages at Perth Children's Hospital.
- ✓ Established an Equity, Diversity & Inclusion Intranet Hub for staff, with resources on equal opportunity, anti-racism, substantive equality, cultural competency and language services.

- ✓ The three priority areas of the WA Multicultural Policy Framework are now considered within the CAHS Internal Audit Plan 2021-2024.
- ✓ Hosted a 'CAHS Conversations on Culture' seminar during Harmony Week 2022, bringing staff and consumers together to discuss working effectively with families from diverse backgrounds.
- ✓ Established a CAHS Cultural Security Working Group made up of culturally diverse young people, parents and carers.
- ✓ Developed international linkages to build capacity and identify best-practice in equity, diversity and inclusion approaches.
- ✓ Demonstrated commitment to eliminating systemic racism and discrimination by signing up to the 'Racism. It Stops With Me' campaign and securing a Diversity Council Australia Membership.
- ✓ Initiated development of a set of cultural and linguistic diversity indicators and consumer experience measures to allow more informed service planning and delivery.



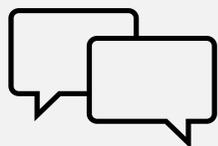
# Our people

## CAHS Employees\*



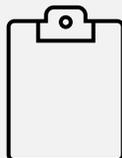
21% are born in a country other than mainly English-speaking countries

13% speak a language other than English



22% identify as ethnically diverse

42% have not filled in a Diversity Survey



\*March 2022 Data. Figures rounded. Incomplete Diversity Survey component excluded

\*\*PCH and Neonatology data reflects inpatient episodes of care

\*\*\*Figures based on child's country of birth but interpreter may be required by parent/carer

\*\*\*\*Based on 74 instances of an interpreter being required

## CAHS Consumers – a 2021 snapshot

CAHS delivers health services to patients and clients from a wide variety of cultural, religious and linguistic backgrounds. Birthplace other than Australia and/or language other than English spoken at home are the measures predominantly used to measure diversity among CAHS consumers. This limited information does not allow for a detailed understanding of culturally and/or linguistically diverse consumers. It is hoped that the actions within this plan will address the current limitations on data collection, allowing for improved understanding and service planning.



Number of service events where **interpreters were required\*\***

Perth Children's Hospital: **9,647**  
Neonatology: **74**  
CAMHS: **3,639**  
Community Health: **16,135**



**17,723** patients born in non-main English-speaking countries attended PCH

**Top 5 countries of birth** for Community Health clients requiring an interpreter

Australia\*\*\*

Burma (Myanmar)

Afghanistan

Eritrea

Syria

### Top 5 languages of consumers requiring an interpreter

Perth Children's Hospital	Neonatology****	CAMHS	Community Health
Arabic	Mandarin	Vietnamese	Arabic
Mandarin	Dari	Arabic	Mandarin
Vietnamese	Cantonese	Persian Farsi exc Dari	Vietnamese
Dari	Karen	Spanish	Dari
Hazaraghi	Urdu	Tigre	Karen

# Developing this Plan

To commence development, actions from legislation, policies and frameworks relating to consumers and staff from a culturally and/or linguistically diverse background were collated. These actions were reviewed and current implementation status assessed to ensure that improvements of the highest possible impact were included.

A consultation survey was distributed to 45 non-Government organisations in the Settlement and Multicultural Services Sector, for their feedback and input.

This offered an opportunity to review the draft goals and actions and rate their potential effectiveness as well as providing comment on each. Of those who responded, there was strong agreement with the draft goals and actions, with the majority of respondents selecting that they agree or strongly agree that the actions proposed by CAHS would improve services for families from a culturally and/or linguistically diverse background.



102 existing actions were identified and grouped into themes which became the goals. The draft goals and actions formed the basis for consultation with the development groups and external agencies.

Two development groups (staff/volunteer and consumer) were engaged to review the draft goals and actions and to provide direction and guidance on specific strategies to achieve impactful and meaningful experiences for multicultural families who use the services, as well as consider actions to address barriers for those who do not.

Our heartfelt thanks are extended to these groups for their time and unwavering commitment to improvement in this space.

# Reflections from the consultation

"Actively liaise with CaLD stakeholders to seek input to enhance services' policies to become more inclusive."

**Settlement & Multicultural Services Representative**

"Including 'language spoken' on the badges at CAHS is an action I absolutely love. Firstly, I think it allows all of us to explicitly or implicitly acknowledge the diversity within the CAHS. Secondly, as an individual from a CaLD background I know that this will allow families of CaLD backgrounds to feel a sense of comfort and trust with their healthcare providers."

**Young person**

"Explore/consider barriers - that is, what about CAHS services makes it difficult/impossible for people from CaLD individuals/families/communities to access. If they are underrepresented in CAHS services, examine why!"

**Settlement & Multicultural Services Representative**

"...assurance that the healthcare worker will advocate (for my family) and that I won't be treated differently."

**Parent**

"Making the selection process for recruitment less bureaucratic would help increase diversity."

**Staff member**

"Mechanisms for feedback should be equitably accessible and culturally secure."

**Settlement & Multicultural Services Representative**

"All staff need to take responsibility for making the consumer experience a positive one."

**Staff member**

"Ensure that the workforce who are not CaLD know how to work with consumers – has the person being hired demonstrated strong cultural awareness, empathy and sensitivity? This should also be extended to other vulnerable communities. Ask a particular question in interviews about this."

**Young person**

"We need more face-to-face cultural training sessions."

**Staff member**

"Confronting racism, intolerance and lack of understanding by staff about the different ways individuals and families from different cultures present to mental health services when in distress. Understanding there is no set way - no correct way - to be in distress, and it varies between and within cultures."

**Settlement & Multicultural Services Representative**

"Without a culturally sensitive and responsive workforce, more harm than good can be done to certain communities particular to those with PTSD and related symptoms."

**Settlement & Multicultural Services Representative**

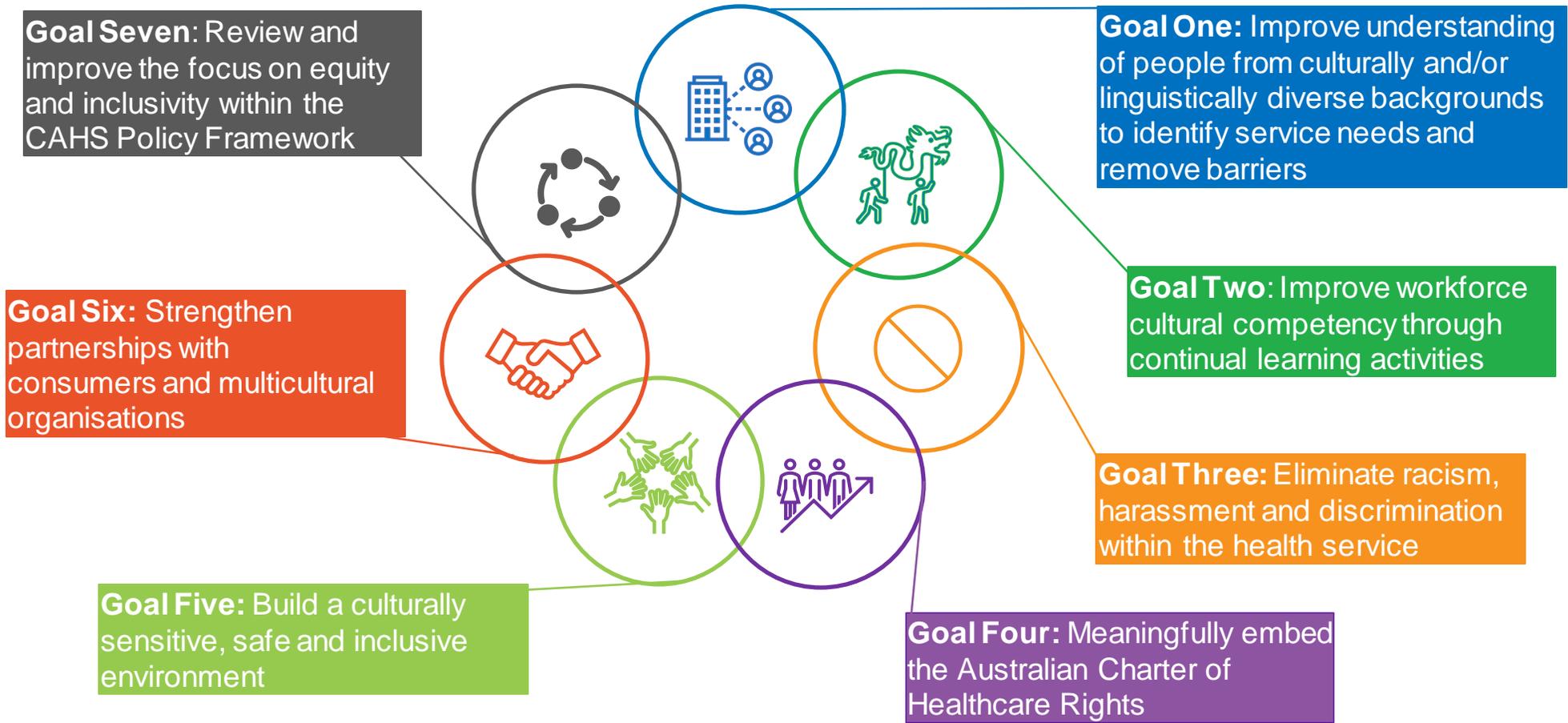
"Success of this Plan would mean...feeling safe, welcomed, heard and understood."

**Parent**

"It's important to engage with consumers at all stages of the process and not as an after-thought."

**Settlement & Multicultural Service Representative**

# The Goals of the MAP 2022-2027



CAHS is committed to enhancing inclusivity, cultural responsiveness and partnership for families from culturally and/or linguistically diverse backgrounds across our services



# Goal One: Improve understanding of people from culturally and/or linguistically diverse backgrounds to identify service needs and remove barriers

No	Action	Responsibility	Completed by			Deliverable	WAMPF Priority
			June 2023	June 2025	June 2027		
1.1	Develop a plan to address known data and information gaps related to consumers from culturally and/or linguistically diverse backgrounds, to enable informed planning and decision making.	Business Intelligence Consumer Engagement Refugee Health Service Safety and Quality				Plan developed to engage information system providers to improve consistency in data information collection and clinical registries, including safety and quality systems.	Priority 2
1.2	Be an active participant in Recommendation 3 of the WA Health Sustainable Health Review, in collaboration with the Department of Health.	Office of the Chief Executive				CAHS representative identified and made responsible for advocating for CAHS specific preferences, involvement in ongoing work and supporting consultation with priority populations including those from refugee background and limited English proficiency.	Priority 2
1.3	Review service use to identify barriers and areas for improvement across consumers from culturally and/or linguistically diverse backgrounds, including those who have declined CAHS services. Develop a standardised process for ongoing consideration of this information as part of all: a. CAHS-wide service planning and reform b. Service unit planning and reform.	a. Strategy and Planning b. Service Unit Co-Directors				Barriers to service access, availability and utilisation identified and improvement strategies planned.	Priority 1 Priority 2
1.4	Establish an electronic information portal to share the data and information from consumer consultations with staff.	Digital Transformation Business Intelligence Consumer Engagement				Electronic information portal is developed and implemented.	Priority 2



# Goal Two: Improve workforce cultural competency through continual learning activities

No.	Action	Responsibility	Completed by			Deliverable	WAMPF Priority
			June 2023	June 2025	June 2027		
2.1	Identify key knowledge, skills and abilities required to develop cultural sensitivity and intercultural understanding within the workforce and build it into capability expectations for all roles in CAHS.	People, Capability & Culture				Establish baseline standard expected of all roles to demonstrate the knowledge, skills and abilities required.	Priority 2
2.2	Include cultural competency/sensitivity or substantive equality as a requirement within employee performance and development processes.	People, Capability & Culture				Embed the knowledge, skills and abilities for cultural competency/sensitivity and substantive equality within the role requirements.	Priority 2
2.3	Source a variety of training and education programs that cover understanding of relevant policy frameworks, recruitment practices, language services, and leading diversity.	Chief Executive People, Capability & Culture				<p>Conduct a Training Need Analysis to enable staff to identify gaps in knowledge, skills and abilities to inform training need.</p> <p>Staff are able to select and identify appropriate training activities to suit their needs within the cross-cultural competency framework including allyship education opportunities.</p>	Priority 2





# Goal Three: Eliminate racism, harassment and discrimination within the health service

No.	Action	Responsibility	Completed by			Deliverable	WAMPF Priority
			June 2023	June 2025	June 2027		
3.1	Reinforce commitment from CAHS towards zero tolerance for racial discrimination and harassment.	People, Capability & Culture				CAHS implements the Australian Human Rights Commission Racism. It Stops With Me Campaign actions as per agreement.	Priority 2
3.2	Implement a process to identify and report consumer complaints or concerns around micro-aggressions, discrimination and harassment.	Consumer Engagement				Process for utilising and reporting on Datix CFM identifiers is implemented.	Priority 2
3.3	Introduce an allyship program that enables staff and volunteers to recognise and respond to racism and discrimination.	Chief Executive People, Capability & Culture				Implement a CAHS wide allyship program.	Priority 1 Priority 2
3.4	Develop resources to support clear information on how staff can raise issues and concerns around micro-aggressions, discrimination and harassment.	People, Capability & Culture				Materials are accessible in plain language (or where relevant translated).	Priority 2
3.5	a) Develop a dashboard of key indicators relating to consumer access, engagement and employees from culturally and/or linguistically diverse backgrounds, to monitor outcomes of related initiatives. b) Develop a mechanism to utilise in decision-making that supports consideration of the impact on staff and consumers from culturally and/or linguistically diverse backgrounds.	Office of the Chief Executive Business Intelligence Consumer Engagement People, Capability & Culture				A dashboard of key indicators is developed and monitored.  A tool is created to support consideration of the impact on staff and consumers from culturally and/or linguistically diverse backgrounds, when making decisions.	Priority 2
3.6	Investigate best practice approaches to removing unconscious bias in recruitment, training or workforce practice and evaluate appropriateness for implementation in CAHS.	People, Capability & Culture				Approaches investigated and reviewed for appropriateness within CAHS.	Priority 1 Priority 2



# Goal Four: Meaningfully embed the Australian Charter of Healthcare Rights

No	Action	Responsibility	Completed by			Deliverable	WAMPF Priority
			June 2023	June 2025	June 2027		
4.1	Identify and implement improved approaches to increase consumers' awareness of the Australian Charter of Healthcare Rights.	Safety, Quality & Innovation Consumer Engagement Communications				Approaches developed and implemented for each of the seven rights.	Priority 1
4.2	Re-audit compliance against the CAHS Language Services Policy at service delivery level, in collaboration with consumers and develop ongoing reporting in line with NSQHSS requirements.	Safety, Quality & Innovation Director Allied Health Manager Risk & Audit Refugee Health Team				Previous interpreter audit recommendations are implemented. Reporting schedule of language services utilisation aligned with NSQHSS developed and implemented.	Priority 2
4.3	Establish CAHS wide standards for development of communication and information tools that are accessible, culturally relatable and inclusive of plain language principles.	Safety, Quality & Innovation Communications				Revise Publications Policy. Standards developed and education provided to staff on incorporating the principles in clinical care and corporate communication.	Priority 2
4.4	Audit the CAHS Consumer Feedback Management Policy, in collaboration with consumers, to determine if the current feedback process is suitable for families from culturally and/or linguistically diverse backgrounds.	Consumer Engagement CAHS Policy				Audit of feedback policy complete and recommendations developed.	Priority 2
4.5	Implement a process to publicly demonstrate the changes that have been made at CAHS from consumer feedback.	Consumer Engagement				Changes made from consumer feedback are shared with the public in an ongoing manner.	Priority 1
4.6	Implement a process for healthcare rights to be discussed with consumers at initial appointments and support consumers to use the Charter throughout their healthcare journey.	Safety, Quality & Innovation Service Units CAHS Policy				Charter is embedded in initial appointments and throughout the healthcare journey.	Priority 1
4.7	Investigate extra support and process changes to assist consumers with navigating the health system.	Consumer Engagement Service Units				Processes for additional consumer support are implemented.	Priority 3
4.8	Investigate and implement best practice approaches to shared decision-making that are culturally responsive and reflected in policy.	Partnering with Children & Families Committee CAHS Policy Service Units				Approaches to shared decision-making identified and included in policy.	Priority 2



# Goal Five: Build a culturally sensitive, safe and inclusive environment

No	Action	Responsibility	Completed by			Deliverable	WAMPF Priority
			June 2023	June 2025	June 2027		
5.1	Build inclusive leadership capability and identify champions for Equity, Diversity & Inclusion.	People, Capability & Culture				Inclusive leadership capability framework developed. Executive leadership champion inclusive behaviours.	Priority 1 Priority 3
5.2	Develop a CAHS specific calendar to acknowledge, educate and promote significant religious dates and multicultural events for staff, consumers and visitors.	People, Capability & Culture				A calendar is created, maintained, and published. Awareness activities and events are held to for significant dates.	Priority 1
5.3	Develop a set of recommended options and approaches to create inclusive and welcoming environments at CAHS sites.	Procurement, Infrastructure and Contract Management				Options developed and made available to sites for implementation.	Priority 1
5.4	Create opportunities to celebrate inclusivity within existing recognition, development and communications programs.	People, Capability & Culture				Equity is recognised in the recognition, development and communication programs.	Priority 1 Priority 3
5.5	Develop a CAHS wide recruitment and retention strategy to increase the diversity of the workforce by removing barriers to employment and promotion.	People, Capability & Culture				Workforce recruitment and retention measures are reportable by service stream and leadership positions.	Priority 1 Priority 3
5.6	Implement reporting across all safety and quality systems, related to people from culturally and linguistically diverse backgrounds and limited English proficiency.	Safety & Quality				Implementation of diversity metrics to be developed. Metrics are reported at relevant NSQHSS Committees.	
5.7	Develop and implement a cultural safety and inclusivity framework for consumers from a culturally and/or linguistically diverse backgrounds, with reference to substantive equity for specific sub-groups.	Consumer Engagement People, Capability & Culture				A cultural safety and inclusivity framework is developed, implemented and evaluated. Framework is nuanced to each department or service area and outlined in the service delivery model.	Priority 1 Priority 2
5.8	Broaden the cultural and substantive equity approaches to service delivery currently utilised by the Refugee Health Service, in a co-design approach with consumers.	CAHS Chief Executive Refugee Health Service				Current approaches of the Refugee Health Service are broadened, implemented and evaluated across CAHS. Co-design process piloted.	Priority 2
5.9	Identify opportunities to expand how CAHS volunteers welcome and support children and families from culturally and/or linguistically diverse backgrounds at CAHS sites.	Volunteer Services				Approaches for welcoming and supporting consumers developed and implemented. Volunteer badges include information on language spoken.	Priority 1



# Goal Six: Strengthen partnerships with consumers and multicultural organisations

No.	Action	Responsibility	Completed by			Deliverable	WAMPF Priority
			June 2023	June 2025	June 2027		
6.1	Increase partnerships with consumers from a cultural and/or linguistically diverse background and NGOs in the settlement and multicultural services sector by expanding the approach and functionality of the CAHS Engage Network.	Consumer Engagement Manager Non-Government Relations				Engage Network expanded to allow for increased membership of consumers from a culturally and/or linguistically diverse background and to allow for membership of organisations.	Priority 2 Priority 3
6.2	Develop standards for consumer participation at CAHS, including clear guidance to support involvement of consumers from a culturally and/or linguistically diverse background, as part of standard practice.	Consumer Engagement Research				Standards for consumer participation developed that are inclusive of limited English proficiency and made available to all staff. CAHS Consumer Consultation Policy and Research Policy updated.	Priority 2 Priority 3
6.3	Consult consumers from a culturally and/or linguistically diverse background and NGOs in the settlement and multicultural services sector to better understand mistrust felt towards CAHS and identify improvements.	Consumer Engagement Manager Non-Government Relations				Consultation with community partners and consumers complete and improvements identified and documented.	Priority 2 Priority 3





# Goal Seven: Review and improve the focus on equity and inclusivity within the CAHS Policy Framework

No.	Action	Responsibility	Completed by			Deliverable	WAMPF Priority
			June 2023	June 2025	June 2027		
7.1	Develop a governance process to ensure that policy development and review is culturally responsive, as per the requirements of the Substantive Equality Policy Framework.	CAHS Policy				Policy development and review process amended to include considerations for consumers from a culturally and/or linguistically diverse background.	Priority 2
7.2	Develop a process within the policy evaluation cycle that identifies potential bias or discrimination within human resource policies, procedures or job descriptions.	People, Capability & Culture CAHS Policy				Process developed and implemented.	Priority 2
7.3	Implement best practice approaches outlined in the NSQHSS User Guide for Health Service Organisations Providing Care for Patients from Migrant and Refugee Backgrounds <sup>1</sup> and monitor via the NSQHSS Committees.	CAHS Executive Directors Chairs of NSQHSS Committees				All Directorates and all NSQHSS Committees to provide evidence towards the action items outlined in the NSQHSS Guide for Working with Migrant and Refugee Families.	Priority 2
7.4	Audit the implementation of policies to ensure they meet the diverse needs of consumers, involving consumers in the audit development and implementation.	Policy Document Owners CAHS Policy				Audit tool developed in collaboration with consumers.  Policy audits completed on identified policies.	Priority 2



<sup>1</sup>User Guide for Health Service Organisations Providing Care for Patients from Migrant and Refugee Backgrounds ([safetyandquality.gov.au](https://safetyandquality.gov.au))

# Monitoring and reporting

Monitoring	Monitoring Committee	Reported for tabling annually	Service Stream Reporting	Oversight	Public updates
The Actions from this Plan will be monitored by Consumer Engagement, with responsible teams providing regular progress updates	A CAHS Multicultural Action Committee will be established and meet quarterly to monitor the progress of the Plan	<p>People, Capability and Culture Executive Committee</p> <p>Partnering with Children and Families Committee</p>	A set of 'Equity Reporting Indicators' will be developed to be reported on by all service streams. These will include safety and quality indicators and research grants	<p>CAHS Executive Committee</p> <p>CAHS Board</p>	<p>CAHS Annual Report</p> <p>CAHS Social Media</p> <p>CAHS Engage Network</p>

# Measuring success

Goal	Measure	Data source
GOAL ONE Improve understanding of people from culturally and/or linguistically diverse backgrounds to identify service needs and remove barriers	Service utilisation data for culturally and/or linguistically diverse consumers	WebPAS, CDIS, PSOLIS
	% workforce completed mandatory Cultural Competency Training	Learning Management System
GOAL TWO Improve workforce cultural competency through continual learning activities	% workforce completed Cultural Competency Training	Learning Management System
	Number of leaders and staff who participate in allyship training	Learning Management System
GOAL THREE Eliminate racism, harassment and discrimination within the health service	% workforce completed education program aimed at identifying and responding to racism	Learning Management System
	% workforce feel that their team behaves in an accepting manner towards people from diverse backgrounds	Employee Engagement Survey
	% workforce feel that they have equal opportunity for development and career progression regardless of their background or diversity	Employee Engagement Survey
	Number of consumer complaints related to discrimination or harassment	Datix CFM
GOAL FOUR Meaningfully embed the Australian Charter of Healthcare Rights	% culturally and/or linguistically diverse consumers who provide feedback that their child's healthcare rights were clearly explained to them	Consumer Experience Survey data
	% culturally and/or linguistically diverse consumers who provide feedback that the written information they received was easy to understand	Consumer Experience Survey data
	% culturally and/or linguistically diverse consumers who provide feedback that their individual needs were met by the health service	Consumer Experience Survey data
	% of feedback received from consumers with limited English proficiency	Consumer Experience Survey data

# Measuring success

Goal	Measure	Data source
<b>GOAL FIVE</b> Build a culturally sensitive, safe and inclusive environment	% consumers identifying positive experience in relation to cultural sensitivity and security	CAHS Cultural Security Assessment
	% workforce who feel safe to speak up and challenge the way things are done in the organisation	Employee Engagement Survey
	% workforce who are able to speak up and share a different view to their colleagues and manager	Employee Engagement Survey
	% leadership profiles that are demographically diverse across CAHS services	Workforce Diversity Metrics
<b>GOAL SIX</b> Strengthen partnerships with consumers and multicultural organisations	Number of non-Government Organisations in the Settlement and Multicultural Services Sector signed up to the CAHS Engage Network	CAHS Engage Network Data
	Satisfaction levels identified by consumer representatives from culturally and/or linguistically diverse backgrounds, via experience survey results	CAHS Consumer Representative Experience Survey results
	Number of grants, research projects or business cases approved to support equity	
<b>GOAL SEVEN</b> Review and improve the focus on equity and inclusivity within the CAHS Policy Framework	Number of policies developed or reviewed involving culturally and/or linguistically diverse consumers	Policy Database
	Number of policies that have a completed Substantive Equality impact statement	

# Appendix 1: Key drivers for the Goals

The actions within this plan align with and complement numerous other CAHS Plans and Strategies including; the CAHS Strategic Plan 2018-2023, the Disability Access and Inclusion Plan 2022-2025, the Consumer Engagement Strategy 2020-2022 and the People, Capability and Culture Strategy 2020-2025.

Document Name	Goal One	Goal Two	Goal Three	Goal Four	Goal Five	Goal Six	Goal Seven
National Safety and Quality Health Service Standards	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			
Policy Framework for Substantive Equality	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>
Public Sector Commission CaLD Action Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
Australian Charter for Healthcare Rights	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>			
WA Multicultural Policy Framework				<input checked="" type="checkbox"/>			
WA Health Equal Opportunity, Discrimination and Harassment Policy		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Sustainable Health Review	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
CAHS Consumer Engagement Strategy	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
CAHS Equal Employment Opportunity Management Plan		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
CAHS Language Services Policy				<input checked="" type="checkbox"/>			

## **Child and Adolescent Health Service**

### **STREET ADDRESS**

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