2008–09 Implementation Plan
Queensland Health Strategic Plan for Multicultural Health 2007–2012
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Director-General's message

The successful implementation of our strategic plan for multicultural health depends on our commitment and our ability to think broadly and act with imagination, innovation, and purpose.

The need for this strategic plan is easily recognised and well documented. Queensland’s population is culturally diverse and this trend is increasing. Over 40% of us were born overseas or have a parent who was born overseas. More than 270 languages are spoken in Queensland. Almost eight per cent of Queenslanders speak a language other than English at home. And almost 50,000 people, or 1.2 per cent of the population, are either unable to speak English well, or not at all.

So the need for the plan is obvious, as is the need for a clear blueprint for its implementation. Delivering patient-focussed health care for the richly diverse community of Queensland presents certain challenges and requires a flexible approach in the way health care services are delivered. Language barriers, as well as varied beliefs about health and health care within Queensland’s community, necessitate the implementation of specific strategies in order to deliver the best possible health services to all Queenslanders. Our strategic plan for multicultural health therefore has to identify the strategies and provide Health Service Districts with the tools to best meet the community’s health care needs.

The Queensland Government introduced Making a World of Difference, a multicultural policy that requires each department to develop an annual Multicultural Action Plan. In 2006 departments were encouraged to develop longer-term strategic plans, accompanied by annual action plans.

In 2007 Queensland Health developed its first five-year Strategic Plan for Multicultural Health. The plan included strategies and implementation actions under each of the Queensland Government’s strategic directions. These actions built on work undertaken during the previous two years.

Queensland Health Service Districts now have infrastructure to support the planning and provision of culturally and linguistically safe services. There has never been such a high level of activity on multicultural health issues within Queensland Health and it is imperative that we maintain this commitment.

I thank the members of the Queensland Health Multicultural Health Steering Committee which includes community sector representatives, Multicultural Affairs Queensland, and Queensland Health staff. This committee oversaw the development of the Strategic Plan for Multicultural Health 2007–2012 and has monitored its implementation to date. The committee also oversaw the development of the 2008–09 actions under the five-year plan.

This plan is an important tool for the implementation of Queensland Health’s overall strategic plan, particularly the strategic directions of responding justly and fairly to need, creating a patient-focussed health system, and working with communities to improve health.

I encourage Queensland Health staff and the broader community to be involved in the ongoing implementation of this strategic plan.

Michael Reid
Director General
June 2008
Key achievements

Significant progress has been made in advancing multicultural health since the development of the department’s first Multicultural Action Plan in 2005–06, particularly in the past two years with the establishment of the Queensland Health Multicultural Program. Key achievements of this program include:

- The establishment of the Queensland Health Interpreter Service including:
  - the development, implementation and monitoring of a Statewide interpreter service contract for the external provision of interpreter services
  - the establishment of three dedicated Area Health Service officers responsible for the quality of interpreter services across Areas
  - the establishment of interpreter service coordinator roles in each Health Service District
  - the development and implementation of the staff awareness raising programs of the new Queensland Health Interpreter Service arrangements in each Health Service District
  - the development of new guidelines and resources for working with interpreters
  - the development of a website for staff on the Queensland Health Interpreter Service including forms, resources and contact details
  - the development of a website for the community on the new service arrangements, their rights to an interpreter and contact details
  - the development of the Interpreter Service Information System which will automate as much as possible of the requesting, booking, confirmation and verification of interpreter services
  - the development of two training programs (basic, advanced) for interpreters working within a health context.

- Following an extensive and collaborative planning process, the service plan for the Queensland Refugee Health Service was approved in April 2008, with the Statewide service to be operational from July 2008.

The Queensland Refugee Health Service will provide services to refugees, special humanitarian entrants, and asylum seekers, with priority to those who are within the first six months of settlement and asylum seekers, with:

- standard initial health assessments, including public health screening and catch-up vaccination
- coordination of short term health management with additional support for complex cases, and
- supported referral to existing services for continuing care, in particular, general practitioners.
The new service is structured as a ‘hub and spoke’ model. The hub (Mater Health Services) will have two components: a Statewide component for planning, coordination, education, support and quality monitoring; and a clinical component through the Brisbane South Refugee Health Clinic. The ‘spoke’ services will provide direct clinical care services to the client group in the local area and will be supported by the hub. The spoke services will be located in North Brisbane, Logan, Toowoomba, Cairns, and Townsville.

- The development of resources for staff including the multicultural intranet website and the Multicultural Clinical Support Resource. In the month following the launch of the Queensland Health Interpreter Service, the multicultural intranet website had 10,000 hits indicating that staff wanted information on the new service and were able to source this information from the site. The Queensland Multicultural Health Program has received very positive feedback from staff in response to the Multicultural Clinical Support Resource which was disseminated to more than 2500 major service delivery points across Queensland Health in late 2007. The resource continues to be used by staff and assists in building the cultural safety of service delivery.

- The Safe Services, Diverse Communities training packages were developed and piloted in 2006–07 and evaluated in 2007–08 with very positive results. One of these packages targeted orientation and will now be incorporated into the Statewide Orientation Program from July 2008.

- The development of an evaluation plan for the Queensland Health Strategic Plan for Multicultural Health 2007–2012. In its review of Queensland Health’s 2006–07 implementation report, Multicultural Affairs Queensland identified Queensland Health as a model department for policy implementation. One area for improvement was noted, regarding evaluation. In response, an evaluation plan was developed through a leading program evaluator. Queensland Health is the first Queensland Government department to develop a comprehensive plan and to commit to evaluate its multicultural policy implementation.
Other Statewide achievements are:

- The establishment of 11 multicultural mental health coordinators (MMHCs) in nine District Mental Health Services. The role of the coordinators is to build capacity locally to ensure culturally responsive mental health care through consultation and liaison, training and development, and linkages and liaison with local multicultural networks. To date the MMHCs have focused on developing local procedures and pathways and on education and development.

- The development of a multicultural stigma reduction and mental health awareness initiative and BRITA Futures, a resiliency building group program for children and young people from culturally and linguistically diverse backgrounds, by the Queensland Transcultural Mental Health Centre.

- The development of the Queensland Health Equity and Diversity Plan 2007–2010 which includes a number of strategies targeting the recruitment and retention of people from non-English speaking backgrounds.

- The increasing involvement of multicultural communities in the planning of significant health initiatives. For example, representatives of the multicultural community sector have been involved in the implementation of the Queensland Health Chronic Disease Strategy 2005–2015, the planning for the Queensland Children’s Hospital, the Connecting Health Care in Communities Initiative and Health Consumers Queensland.
Purpose
This plan outlines Queensland Health’s broad strategy for multicultural health over the five years 2007–08 to 2011–2012. It identifies our mission and describes to our stakeholders, staff and the community what we aim to achieve over this timeframe in the area of multicultural health. Importantly, the plan will provide direction to Queensland Health staff on their role and responsibilities in improving the health of people from culturally and linguistically diverse backgrounds.

This Plan also details the actions to be taken in 2008–09 to implement the strategic plan. These actions together comprise the department’s annual Multicultural Action Plan, as required by the Queensland Government, and build on the actions implemented in 2007–08.

Mission
To improve and maintain the health and well being of multicultural communities, families and individuals in Queensland.

Values
In implementing this strategic plan, the following Queensland Health values will be recognised and upheld.

Caring for people
Demonstrating commitment and consideration for people in the way we work. Queensland Health’s purpose is to provide safe, quality health care. Patients, their families, carers and other users of the health system must be foremost in all decisions and actions. People working within Queensland Health deserve to be treated with consideration and feel valued.

Leadership
While recognising the extensive range of positions within Queensland Health, we all have a role to play in leadership by communicating a vision, taking responsibility and building trust among colleagues. Queensland Health is building new leadership with a commitment to the highest standards of behaviour, understanding the responsibilities of management, and rising to the challenges of a dynamic workplace. It means genuinely listening and being responsive.

Respect
Showing due regard for the feelings and rights of others. Respecting the dignity, rights and personal views of colleagues is vital. Healthy professional relationships within Queensland Health and with our industry partners depend on mutual trust. Respectful treatment of people encourages openness and innovation. Equally important is respect for patients and other users of the health system.
Integrity
Using official positions and power properly. Healthy professional relationships depend on mutual trust. Integrity means providing quality services and advice for the common good and honest dealing with patients, their families, carers and other users of the system. Integrity also means having the courage to give contrary advice when required, and speaking up.

Strategic Directions
The strategic directions are those of the Queensland Government’s multicultural policy *Making a world of difference*.

*Strengthening multiculturalism in the public sector*
- to have inclusive service planning and delivery

*Productive diversity*
- to have a diverse workforce that represents the general population

*Supporting communities*
- to invest in and build the capacity of culturally diverse communities so that they can become healthier communities

*Community relations and anti-racism*
- to achieve “a sense of belonging” among culturally diverse communities through receiving information about health services in ways that makes them feel included and experiencing health services as being relevant and available to them
Five year strategies and 2007–08 actions

**Strategic Direction:**
*Strengthening multiculturalism in the public sector – to have inclusive service planning and delivery*

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<tr>
<td>Provide leadership and commitment to the value of cultural diversity</td>
<td>- multicultural health is sponsored by a senior executive within Queensland Health</td>
<td>Director-General</td>
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<tr>
<td>Implement a high quality and accessible interpreter service</td>
<td>- continue to provide information and training to staff so that they understand the importance of effective language services and are trained to recognise when they are required and know how to access them. Provide easy access to copies of Queensland Health’s policy and procedures for using interpreting services</td>
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<td></td>
<td>- finalise and implement the Interpreter Service Information System (ISIS)</td>
<td>Area Health Services (Interpreter Quality Officers), Queensland Health Multicultural Program, District Multicultural Coordinators (West Moreton South Burnett, Southside), Health Service Districts</td>
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<td>- conduct training on the electronic Interpreter Service Information System (ISIS):</td>
<td>Area Health Services (Interpreter Quality Officers)</td>
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<td>- Area Health Service District Interpreter Coordinator training</td>
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<td>- staff awareness raising</td>
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<td>- staff training on how to use ISIS</td>
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<td></td>
<td>- maintain the internet and intranet multicultural websites for detailed and up to date information on the interpreter service including for intranet forms and procedures</td>
<td>Area Health Services (Interpreter Quality Officers), Queensland Health Multicultural Program</td>
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<td>- implement the Queensland Health <em>Interpreting in a Health Context</em> training programs</td>
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<td>- manage the contract for the Standing Offer Arrangement for the provision of statewide interpreter services</td>
<td>Queensland Health Multicultural Program</td>
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<td>- liaise with interpreter industry to facilitate and support sustainability</td>
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<td>- participate on working groups addressing access to interpreting</td>
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### Five year strategies and 2007–08 actions

**Strategic Direction:**  
*Strengthening multiculturalism in the public sector – to have inclusive service planning and delivery (continued)*

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<td><strong>Continued . . .</strong></td>
<td><strong>Implement a high quality and accessible interpreter service</strong></td>
<td>Area Health Services (Interpreter Quality Officers), Multicultural Health Coordinators (West Moreton South Burnett, Southside), Health Service Districts, Queensland Health Multicultural Program</td>
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<td>promote the availability of interpreters to the target groups (i.e. people from diverse cultural and linguistic backgrounds and those with hearing impairments)</td>
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<td>monitor growth in demand, expenditure and usage patterns for service planning</td>
<td>Area Health Services (Interpreter Quality Officers), Multicultural Health Coordinators (West Moreton South Burnett, Southside), Queensland Health Multicultural Program</td>
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<td>monitor and evaluate the infrastructure required at Health Service Districts for coordinated service delivery</td>
<td>Area Health Services (Interpreter Quality Officers), Multicultural Health Coordinators (West Moreton South Burnett, Southside), Queensland Health Multicultural Program</td>
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<td>monitor the quality of interpreter services, including the strategy if individual contracts with interpreters (as in place at the Princess Alexandra Hospital Health Service District and the Mater Health Services)</td>
<td>Area Health Services (Interpreter Quality Officers), Queensland Health Multicultural Program, Health Service Districts</td>
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| Improve data collection and analysis of the health of culturally diverse communities, families and individuals | ■ liaise with departmental contact officers for Outpatient Data Collection and other statewide datasets (e.g., Oral health) on the regular central extraction and analysis of the multicultural minimum data set items  
■ continue a working party to advise on the collection and analysis of data on the health of culturally diverse communities, with the Reform and Development Division (Health Statistics Centre) a member of this working party  
■ identify and report on multicultural health data available and develop a broader data collection and analysis plan on the health of culturally diverse communities  
■ complete the planning for the inclusion of clients from culturally and linguistically diverse backgrounds in a Queensland Health Satisfaction Survey 2009–10 | Queensland Health Multicultural Program  
Queensland Health Multicultural Program, Reform and Development Division (Health Statistics Centre)  
Queensland Health Multicultural Program  
Reform and Development Division, Queensland Health Multicultural Program |
| Work in partnership with Queensland Government departments, other state governments, local government and the Commonwealth government | ■ continue to participate in the Inter-departmental committee convened by Multicultural Affairs Queensland and encourage the sharing of information on core strategies across department’s Multicultural Action Plans  
■ continue to participate in the Joint Officers Group (cross-jurisdictional meeting with Mental Health Branch representation) through Multicultural Mental Health Australia. (QTMHC is a consortium member involved in national policy development on issues that are common across the states that are driven in partnership with the Commonwealth government.) | Queensland Health Multicultural Program, Policy Branch  
Queensland Transcultural Mental Health Centre |
Five year strategies and 2007–08 actions

**Strategic Direction:**
*Strengthening multiculturalism in the public sector – to have inclusive service planning and delivery (continued)*

|-----------------------|--------------------------|----------------------------------------|
| **Continued . . . Work in partnership with Queensland Government departments, other state governments, local government and the Commonwealth government** | ■ participate in policy processes on multicultural health issues at the national level and advocate for the consideration of multicultural health issues in national health agendas  
■ participate in the Multicultural Sub-committees of the Regional Managers Networks where these sub-committees exist | Policy Branch, Queensland Health Multicultural Program, Queensland Transcultural Mental Health Centre  
Health Service Districts |
| **Work in partnership with multicultural and community organisations** | ■ continue the Queensland Health Multicultural Steering Committee to provide advice and direction on the implementation of the *Queensland Health Strategic Plan for Multicultural Health 2007–2012*  
■ at the local level, continue the fostering of partnerships and engagement with multicultural communities | Queensland Health Multicultural Program  
Health Service Districts |
| **Implement inclusive strategic and service planning processes that are responsive to community feedback, at all levels within the department (strategic, divisional, Area Health Service, District, local)** | ■ update Queensland Health’s multicultural policies  
■ reviews of major plans and implementation inclusive of multicultural communities:  
-- People Plan  
-- Strategic Plan  
-- Statewide Services Plan  
■ Area Health Service and Health Service District plans inclusive of multicultural communities and the *Queensland Health Strategic Plan for Multicultural Health 2007–2012* | Policy Branch in consultation with the Queensland Health Multicultural Program  
Human Resources Branch  
Planning & Coordination Branch  
Planning & Coordination Branch  
Area Health Services, Health Service Districts, Multicultural Health Coordinators (West Moreton South Burnett, Southside) |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| **Coordinate the development and accessibility of resources for Queensland Health staff and consumers from culturally and linguistically diverse communities** | - implement a communication strategy for the multicultural websites (internet, intranet)  
- evaluate the multicultural websites  
- maintain the multicultural websites  
- maintain and promote Health Service District’s multicultural websites  
- continue to identify statewide priority resource needs for multicultural communities and Queensland Health staff for future resource development planning  
- promote and update the Multicultural Clinical Support Resource (ongoing)  
- at the local level, continue to identify and respond to priority resource needs | Queensland Health Multicultural Program  
Health Service Districts  
Queensland Transcultural Mental Health Centre, Queensland Health Multicultural Program  
Queensland Health Multicultural Program  
Health Service Districts |
| **Translate frequently used information sources into languages spoken by culturally and linguistically diverse communities** | - develop and implement a dissemination strategy for the *Queensland Health Translation Guide*  
- monitor the translation and dissemination of materials for major Queensland Health initiatives  
- at the local level, translate key information about services and health issues | Queensland Health Multicultural Program  
Queensland Health Multicultural Program  
Health Service Districts |
| **Provide information to staff about what information has already been translated and is freely available and about how to access and use it** | - update information on the multicultural websites (internet, intranet) and in the Multicultural Clinical Support Resource  
- at the local level, facilitate staff access to sources of translated information | Queensland Health Multicultural Program  
Health Service Districts, Queensland Transcultural Mental Health Centre |
### Five year strategies and 2007–08 actions

**Strategic Direction:**
*Strengthening multiculturalism in the public sector – to have inclusive service planning and delivery (continued)*

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<td><strong>Provide information to health consumers from culturally diverse communities on their rights and responsibilities, including information on the Queensland Health complaints process</strong></td>
<td>disseminate information on rights and responsibilities, including information on complaints processes</td>
<td>Queensland Health Multicultural Program, Queensland Transcultural Mental Health Centre, Reform and Development Division, Health Service Districts</td>
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<td><strong>Implement cultural diversity staff training</strong></td>
<td>implement the <em>Safe Services, Diverse Communities</em> orientation program as a part of the Queensland Health Orientation and Induction policy (IRM 3.7-12)</td>
<td>Human Resources Branch</td>
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<td>develop a training implementation plan for the <em>Safe Services, Diverse Communities</em> training packages for:</td>
<td>Queensland Health Multicultural Program, Area Health Services (Interpreter Quality Officers), Multicultural Health Coordinators (West Moreton South Burnett, Southside)</td>
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<td>– administration/reception staff</td>
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<td>– patient liaison officers/clinical service managers</td>
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<td>The implementation plan to consider (dependent on funding)</td>
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<td>– a train the trainer program for Health Service District training officers</td>
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<td>– establishment of a mentoring relationship between training officers and Area Health Service Interpreter Quality Officers and Multicultural Health Coordinators (West Moreton South Burnett, Southside),</td>
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<td>– development of an audit tool for measuring cultural competent health service delivery</td>
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<td>facilitate use of the <em>Safe Services, Diverse Communities</em> training packages by publishing the packages on the Queensland Health multicultural intranet site</td>
<td>Queensland Health Multicultural Program</td>
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| **Continued...**  
Implement cultural diversity staff training | ✷ continue to implement the Multicultural Clinical Support Officer pilots at the Gold Coast Health Service District and the Royal Brisbane and Women’s Hospital Health Service District and evaluate the effectiveness of the pilots as a strategy to improve the cultural competency of nurses and allied health staff  
 argv. Safe Services, Diverse Communities training programs, Queensland Transcultural Mental Health Centre training and other relevant cross cultural training, conducted by Health Service Districts | Queensland Health Multicultural Program, Gold Coast Health Service District, Royal Brisbane and Women’s Hospital Health Service District  
Queensland Transcultural Mental Health Centre, Multicultural Health Coordinators (West Moreton South Burnett, Southside), Health Service Districts |
| **Build the cultural competence of the potential Queensland Health workforce** | ✷ progress the inclusion of culturally safe service provision in communication training provided to staff | Workforce Planning and Coordination Branch, Queensland Health Multicultural Program, Queensland Transcultural Mental Health Centre, Multicultural Health Coordinators (West Moreton South Burnett, Southside) |
| **Continue the recognition of and commitment to specific disadvantaged groups** | ✷ commence the Queensland Refugee Health Service from July 2008  
 argv. launch the Queensland Refugee Health Service  
 argv. hub and spokes report on outcomes and deliverables  
 argv. monitor the outcomes and deliverables of the Queensland Refugee Health Service | Mater Health Services, Health Service Districts (Southside, Toowoomba & Darling Downs, Royal Children’s Hospital), General Practice Cairns, James Cook University  
Queensland Health Multicultural Program |
### Five year strategies and 2007–08 actions

**Strategic Direction:**
*Strengthening multiculturalism in the public sector – to have inclusive service planning and delivery (continued)*

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<td><strong>Continue ...</strong></td>
<td>continue to participate in the AHMC Multi-jurisdictional Working Group on Refugee and Humanitarian Health</td>
<td>Policy Branch in conjunction with the Queensland Health Multicultural Program</td>
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<td>disseminate <em>New Futures: the Queensland Government’s engagement with African refugees</em>, to support the development of local initiatives to address the needs of African refugee communities</td>
<td>Queensland Health Multicultural Program</td>
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<td>conduct a needs assessment on the health issues for Pacific Islander communities</td>
<td>Queensland Health Multicultural Program</td>
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<td>continue to implement and report on the <em>Australian South Sea Islander Action Plan</em></td>
<td>Health Service Districts</td>
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<td>increase the bilingual mental health promoters pool to 21 workers with 16 focusing on stigma reduction and five on promoting the transcultural depression self-management program</td>
<td>Queensland Health Multicultural Program, Queensland Transcultural Mental Health Centre</td>
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**Improve cultural responsiveness of mental health services**

|                      | continue to coordinate, train and develop the multicultural mental health coordinator district positions. Fund an additional three positions, with one to be based at mental health services in Toowoomba and Redcliffe Caboolture, and an additional one for Princess Alexandra Hospital | Queensland Transcultural Mental Health Centre with Health Service Districts |

**Monitor and evaluate the implementation of the Queensland Health Strategic Plan for Multicultural Health**

|                      | implement the 2008–09 component of the evaluation plan for the *Queensland Health Strategic Plan for Multicultural Health 2007–2012* | Queensland Health Multicultural Program |
|                      | six monthly report on implementation of the *Queensland Health Strategic Plan for Multicultural Health 2007–2012* | Divisions, Area Health Services, Health Service Districts, Multicultural Health Coordinators (West Moreton South Burnett, Southside) |
### Five year strategies and 2007–08 actions

**Strategic Direction:**
*Productive diversity – to have a diverse workforce that represents the general population*

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<td>Participate in whole of government initiatives to provide employment opportunities to people from culturally diverse backgrounds</td>
<td>- raise awareness of, and continue to participate in, the Queensland Government Migrant Work Experience Program and other programs with similar intents (e.g. HEAT program)</td>
<td>Human Resources Branch, Health Service Districts</td>
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| Implement workforce diversity strategies that aim to achieve a workforce that reflects the diversity in the general population, at all staffing levels | - improve the data collection of the Queensland Health workforce (as per the *Queensland Health Equity and Diversity Plan 2007–2010*):  
  - conduct an annual EEO awareness week and target non-respondents of the EEO questionnaire on a quarterly basis  
  - analyse workforce profiles to identify levels and professions of staff from non-English speaking backgrounds  
  - provide information to inform workforce strategies to address findings of the above analysis  
  - monitor implementation of the actions in the *Queensland Health Equity and Diversity Plan 2007–2010* relevant to culturally and linguistically diverse workers  
  - collate and analyse District EEO Operational plans and provide a report to Districts to share good practice  
  - at the local level, implement Health Service District Equity and Equal Opportunity Operational Plans | Human Resources Branch, Human Resources Branch, Human Resources Branch, Health Service Districts |
## Five year strategies and 2007–08 actions

**Strategic Direction:**

*Productive diversity – to have a diverse workforce that represents the general population*  
*(continued)*

|-----------------------|--------------------------|---------------------------------------|
| Implement recruitment strategies that are culturally inclusive and provide support for individuals from culturally diverse communities | develop an Information Package for people from culturally diverse backgrounds on applying for a job in Queensland Health. The package to include fact sheets in plain English on the following:  
  - the steps in the process of applying for a position (application, short-listing, interview or other, feedback)  
  - how to complete key skill requirements with examples of good responses  
  - what to expect in an interview  
  - the feedback available, including that feedback can be sought at any time in the process and that this is encouraged | Human Resources Branch, in consultation with the Queensland Health Multicultural Program |
| | audits conducted on the implementation of the recruitment policy to include the measurement of the policy requirement for culturally and linguistically diverse panel representation when there are significant numbers of applicants with culturally diverse backgrounds | |

<p>| Support existing Queensland Health staff from culturally diverse backgrounds to increase retention of these workers | identify and research retention initiatives | Human Resources Branch in consultation with the Queensland Health Multicultural Program |</p>
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<th>provide results of staff satisfaction surveys to the Human Resources Branch (non clinical) and Workforce Planning and Coordination Branch (clinical) to guide the development of workforce strategies</th>
<th>Reform and Development Division (Workplace Culture and Leadership Centre), Human Resources Branch, Workforce Planning and Coordination Branch</th>
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| Continued . . . Support existing Queensland Health staff from culturally diverse backgrounds to increase retention of these workers | - through the Centre for International Medical Graduates (CIMG), continue to support International Medical Graduates (IMGs) to integrate to professional practice in the Queensland health system and thereby encourage their continued participation in the Queensland public health system  
- at the local level, continue retention strategies of overseas trained professionals and other staff from non-English speaking backgrounds | Workforce Planning and Coordination Branch                                                                                                                                                                                                                                                                                                                                                                                                           |
| Support individuals from culturally diverse communities who have health training to obtain recognition of this training in Queensland where appropriate. | - develop a simple overview of how people with culturally diverse backgrounds can obtain recognition of health-related training in Queensland where appropriate, and publish this information on the multicultural internet site  
- provide this information to key community organisations for dissemination  
- continue to work with the Medical Board of Queensland to provide clear online articulation of requirements and processes associated with the new national medical registration requirements for International Medical Graduates  
- continue to contribute to the COAG Implementation Committee for the new national medical registration requirements for International Medical Graduates to ensure high quality assessment processes | Queensland Health Multicultural Program in consultation with the Workforce Planning & Coordination Branch  
Workforce Planning and Coordination Branch  
Workforce Planning and Coordination Branch |
Five year strategies and 2007–08 actions

**Strategic Direction:**
Productive diversity – to have a diverse workforce that represents the general population

(continued)

|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Identify the workforce that needs to be in place to provide services to culturally diverse communities, including the workforce which should be dedicated to multicultural health (e.g. liaison officers, bilingual workers, resource/support workers) | - consider the findings of the Community Health Action Group report on bilingual workers  
- liaise with Queensland Health funded projects which are trialling bilingual worker roles e.g. community health workers (Ethnic Communities Council of Queensland, CHIC project – Southside Partnership Council) | Queensland Health Multicultural Program  
Queensland Health Multicultural Program |
| Continue to draw on the diversity of the mental health workforce by utilising the language and cultural skills of mental health professionals to assist in providing services to mental health consumers from culturally diverse backgrounds | - continue to identify and engage mental health clinicians in Queensland Health who are bilingual and bicultural in the service delivery of the Queensland Transcultural Mental Health Centre and expand this engagement to include mental health promotion activities | Queensland Transcultural Mental Health Centre |
### Five year strategies and 2007–08 actions

**Strategic Direction:**
Supporting communities – to invest in and build the capacity of culturally diverse communities so that they can become healthier communities

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<td><em>Continue to build the capacity of multicultural non-government organisations to work with Queensland Health</em></td>
<td>- at the local level, continue capacity building activities with multicultural non-government organisations</td>
<td>Queensland Transcultural Mental Health Centre, Health Service Districts</td>
</tr>
</tbody>
</table>
| *Build community capacity to address targeted health needs*                         | - continue to support community based agencies to provide services to consumers from culturally and linguistically diverse backgrounds on health and community care needs  
   - improve the responsiveness and accessibility of services delivered by Queensland government funded non-government organisations by reviewing the scope of service delivery of funded non government organisations to ensure that interpreter services are available when needed by clients  
   - at the local level, continue community capacity activities                                                                                          | Statewide Health & Community Services Branch                                                        |
| *Develop strategies for individuals from culturally diverse communities to access pathways to work roles in health settings* | - disseminate information on pathways to work roles in health settings to culturally diverse communities through established communication channels | Queensland Health Multicultural Program, in consultation with the Workforce Planning and Coordination Branch |
| *Develop a communication strategy between Workforce Planning and Coordination Branch and the Queensland Health Multicultural Program to facilitate ongoing communication and consultation on current workforce strategies* | - Workforce Planning and Coordination Branch and the Queensland Health Multicultural Program to meet on an “as required” basis | Workforce Planning and Coordination Branch, Queensland Health Multicultural Program               |
## Five year strategies and 2007–08 actions

**Strategic Direction:**
*Community relations and anti-racism – to achieve “a sense of belonging” among culturally diverse communities through receiving information about health services in ways that makes them feel included and experiencing health services as being relevant and available to them*

|----------------------|--------------------------|---------------------------------------|
| Develop sustainable infrastructure for ongoing community engagement and dialogue including a culturally relevant consultation model and an evaluation framework | ■ review and disseminate the *Queensland Health Guide to Engaging Multicultural Communities & Consumers*  
■ review and update documented linkages between existing community engagement mechanisms  
■ at the local level, continue community engagement activities | Queensland Health Multicultural Program  
Queensland Health Multicultural Program  
Health Service Districts |
| Increase the capacity of culturally diverse communities to work with, engage and advise Queensland Health | ■ continue to involve culturally diverse community representatives in advising on the implementation of the *Queensland Health Strategic Plan for Multicultural Health 2007–2012*  
■ continue to engage with culturally and linguistically diverse mental health consumers and carers though the consumer and carer participation coordinator at the Queensland Transcultural Mental Health Centre  
■ at the local level, continue community capacity building activities | Queensland Health Multicultural Program  
Queensland Transcultural Mental Health Centre  
Health Service Districts |
| Orient culturally diverse communities to the Queensland health system by developing a communication strategy on the health system which includes multicultural media, information sessions and open days | ■ disseminate the series of ten Queensland Health System consumer fact sheets (translated into 16 languages) to key community organisations and community workers  
■ implement a communication strategy for the Queensland Health System consumer fact sheets series  
■ at the local level, continue strategies to familiarise culturally diverse communities with available health services | Queensland Health Multicultural Program  
Queensland Health Multicultural Program  
Health Service Districts |
<table>
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<tr>
<th>Develop an evidence-based strategy on effective information dissemination to culturally diverse individuals and communities</th>
<th>■ research effective dissemination strategies through implementing communication strategies (e.g. Queensland Health System fact sheet dissemination, promoting the multicultural website)</th>
<th>Queensland Health Multicultural Program</th>
</tr>
</thead>
</table>
| Include specific and evidence-based strategies for culturally diverse communities in major Queensland Health campaigns | ■ continue to include multicultural aspects in key advertising and marketing initiatives where possible  
■ attend the Buddha Birthday Festival and promote key health messages around the Tai chi events  
■ continue to look at translation options for printed and web marketing material  
■ continue to actively support, promote and participate in multicultural activities | Public Affairs  
Public Affairs  
Public Affairs  
Public Affairs, Health Service Districts |
| Encourage Queensland Health participation in community events that lend themselves to broader community involvement or celebration | ■ promote community events on the Queensland Health multicultural internet and intranet website  
■ at the local level, continue to promote participation in community events as well as organise specific Queensland Health multicultural events | Queensland Health Multicultural Program  
Queensland Transcultural Mental Health Centre, Health Service Districts |
| Include positive portrayals of the diversity of Queensland’s population in Departmental publications and promotional activities | ■ positive diversity portrayals in Departmental publications | Queensland Health Multicultural Program, Area Health Services, Health Service Districts |
| Implement the Safe Services, Diverse Communities cross cultural training program (refer Strategies under Strengthening Multiculturalism in the Public Sector) |  |  |
The work areas with particular responsibility for leading the implementation of the strategic/statewide actions are detailed in the preceding tables. However, as stated above, it is recognised that implementation occurs at a number of levels. For example, while the development and implementation of strategic or statewide initiatives generally involves work areas with a statewide focus, the implementation of the Plan at the service delivery point relies on Health Service Districts and Area Health Services. All of these Queensland Health work areas are involved in review and evaluation. The Implementation Framework shown in the diagram on this page depicts these processes.
In recognition of the importance of leading and integrating multicultural health into general service planning and delivery, some Health Service Districts and Area Health Services have employed dedicated staff to progress multicultural health:

- Queensland Health Multicultural Program
- Queensland Transcultural Mental Health Centre
- Health Service Districts with dedicated District Multicultural Health Coordinator positions: Southside and West Moreton South Burnett
- Health Service Districts with dedicated Multicultural Mental Health Coordinator positions: Cairns and Hinterland, Gold Coast, Mater, Northside, Princess Alexandra Hospital, Royal Brisbane & Women’s Hospital, Royal Children’s Hospital, Southside, West Moreton South Burnett, Toowoomba and Darling Downs and Townsville
- Area Health Service Interpreter Quality Officers (Northern, Central, Southern)
- Interpreter Service Coordinator roles in each Health Service District, with dedicated positions in the Northern Area Health Service, Royal Brisbane and Women’s Hospital, Royal Children’s Hospital, Northside, Princess Alexandra Hospital, Southside, Gold Coast, and West Moreton South Burnett Health Service Districts
- Multicultural Clinical Support Officer positions being piloted at Royal Brisbane and Women’s Hospital and Gold Coast Health Service Districts
- Queensland Refugee Health Service (dedicated staff at Mater Health Services and the Southside, Toowoomba and Darling Downs and Royal Children’s Hospital Health Services Districts).

All Queensland Health staff are encouraged to use the expertise of these officers in planning activities to improve the health of multicultural communities. Contact details are listed on the Queensland Health multicultural website (www.health.qld.gov.au/multicultural).

**Evaluation plan**

During the first year of the operation of the *Queensland Health Strategic Plan for Multicultural Health 2007–2012*, an evaluation plan was developed under the direction of the Queensland Health Multicultural Steering Committee.

The purpose of the evaluation is assess the implementation and outcomes of the initiatives undertaken within the *Queensland Health Strategic Plan for Multicultural Health 2007–2012*, by answering the following key questions:

- how did the Strategic Plan contribute to the capacity of Queensland Health to address the health care needs of individuals from culturally diverse communities?
- how did specific initiatives undertaken through the Strategy improve access to timely, culturally responsive and safe health care services?
what organisational and legislative features facilitated or inhibited the achievement of intended outcomes?
what are the requirements for sustainability of the initiatives and their outcomes? To what extent have changes been embedded in practice across Queensland Health?

The evaluation plan is based on a program logic methodology and comprises three phases:
- phase 1 focuses on assessing the extent to which initiatives were implemented and identifies any barriers to implementation
- phase 2 has a monitoring focus, and identifies early indicators of change
- phase 3 addresses the more complex issue of the outcome of the initiatives and the contribution of the program to these outcomes.

The plan includes key questions for each phase, evaluation information required, methods and sources of information and when the information needs to be collected and reported.

The short term outcomes (2008–09) that are sought and which will be measured are:
- increased staff awareness/ resourcing to support implementation
- availability of culturally relevant services and health care information
- increased consumer (culturally and linguistically diverse) awareness and knowledge of health issues
- material relevant to the needs of Health Service Districts is developed to facilitate community engagement
- increased access of culturally and linguistically diverse communities to interpreter services and specialised health translations.

The long term outcomes (five years plus) are:
- inclusive and culturally responsive service planning and delivery
- increased access to culturally appropriate health services
- enhanced timeliness and safety of care
- strengthened capacity of culturally and linguistically diverse communities to manage health needs.

The ultimate outcome is improved health status of individuals from culturally and linguistically diverse communities.

The evaluation plan is available on the Queensland Health website (www.health.qld.gov.au/multicultural).