

# Multicultural Queensland

*making a world of difference*

### Director General's Message

I am proud to present the *Queensland Health Multicultural Action Plan 2006–2007*. This plan demonstrates the department's ongoing commitment to improve the health status of Queenslanders from culturally and linguistically diverse communities and the responsiveness of services provided by Queensland Health. Queensland is a culturally diverse state – nearly one in five (17.1%) Queenslanders were born overseas, seven percent of the Queensland population speak a language other than English at home, and 30,440 Queenslanders speaking English either 'not well' or 'not at all'.

This Plan results from collaborative work with the multicultural sector over a number of years. Following the recognition of cultural diversity through the Queensland Government's 1998 Multicultural Queensland Policy, Queensland Health produced a multicultural policy and a language services policy in 2000 and worked with the multicultural sector to review implementation of these policies in 2004.

The Healthier Multicultural Communities Initiative was funded in 2005–2006 to address the findings of the review. This Initiative formed the core element of Queensland Health's *Multicultural Action Plan 2005–2006*. The Queensland Government's 2004 *Multicultural Queensland – Making a world of difference* policy requires all departments to develop an Action Plan and to regularly report on progress in implementing the Action Plan.

The *Multicultural Action Plan 2006–2007* builds on the work of the *Multicultural Action Plan 2005–2006* and is structured around the strategies of the Government's *Multicultural Queensland – Making a world of difference* policy:

- **Productive diversity economic strategy** – strengthening our Smart State standing as a place that values and wishes to attract intellectual capital, overseas investment and secure further gains through harnessing cultural diversity in key areas such as trade, skilled migration, education, tourism, and science/technology
- **Supporting communities** – funding and investing in Queensland's communities to further multiculturalism through research, policy development, advocacy, community awareness, festivals, services, projects and networks
- **Strengthening multiculturalism in the Queensland public sector** – changing how activities of Queensland Government agencies are planned and delivered to ensure all Queenslanders, regardless of cultural and linguistic backgrounds, have access to services
- **Community relations and anti-racism** – strengthening the sense of belonging Queenslanders have in their local environment and in the global community

The *Multicultural Action Plan 2006–2007* incorporates many of the recommendations of the Ethnic Communities Council of Queensland's recent review of all departmental 2005–2006 Multicultural Action Plans. Over twenty "good practice" examples identified in the review have been added to this Action Plan. In particular, this plan includes strategies, detailed actions, lead responsibility and timeframes. Specific performance targets and indicators have not been included as limited data is currently available through which to measure the impact of service changes. This will be addressed through the *Multicultural Action Plan 2006–2007*. Queensland Health recognises the importance of evaluation and in response has identified a specific action to develop a monitoring and evaluation strategy.

The Plan will continue to be progressed in consultation with the multicultural sector. The Steering Group established to guide the implementation in 2005–2006 will continue to guide future progress, along with Working Parties for priority actions. The Interest Group established to facilitate wider community input into implementation of the Action Plan will also continue.

The actions outlined in the *Multicultural Action Plan 2006–2007* represent statewide initiatives. These statewide initiatives will complement existing and planned locally responsive, Health Service District level multicultural health activity.

The *Multicultural Action Plan 2006–2007* is published on Queensland Health's website:  
<http://www.health.qld.gov.au/multicultural>

I believe that Queensland Health's proven willingness to listen and respond to issues raised by the multicultural sector demonstrates our commitment to improving service planning and delivery for Queenslanders from culturally and linguistically diverse communities. I value the partnerships that have been developed over the recent years and know that these will prove invaluable as we move forward and deliver the actions in this Plan.

Uschi Schreiber  
Director General  
July 2006

### Queensland Health's Strategic Directions

- Working with communities to improve health
- Creating a patient focused health system
- Responding justly and fairly to need
- Working together
- Making Queensland Health a good place to work
- Building the next generation of health workers, ideas and health services
- Promoting a problem solving approach to reform of Queensland Health
- Better manage performance of systems, assets and information

Action	Key Activities	Timeline	Lead Responsibility
<b>Multicultural policy strategy: Productive Diversity Economic Strategy</b>			
<b>Build a skilled workforce that is representative of the Queensland community.</b>	<ul style="list-style-type: none"> <li>■ The Equal Employment and Opportunity Advisory Committee to develop a five year Queensland Health Equal Opportunity Plan.</li> <li>■ The Multicultural Action Team to contribute to the development of the Queensland Health Equal Opportunity Plan.</li> <li>■ Continue to participate in the Queensland Government Migrant Work Experience Program.</li> <li>■ Through the Centre for International Medical Graduates, continue to support International Medical Graduates to integrate to professional practice in the Queensland health system and thereby encourage their continued participation in the Queensland public health system.</li> <li>■ 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 and linguistically diverse backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>■ June 2007</li> <li>■ Ongoing</li> <li>■ Ongoing</li> <li>■ Ongoing</li> <li>■ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>■ Corporate Human and Industrial Relations Branch</li> <li>■ Multicultural Action Team</li> <li>■ Organisational Capability Services, Corporate Solutions Queensland</li> <li>■ Centre for International Medical Graduates</li> <li>■ Queensland Transcultural Mental Health Centre (QTMHC)</li> </ul>
<b>Multicultural policy strategy: Supportive Communities</b>			
<b>Establish a statewide interpreter service that is sustainable.</b>	<ul style="list-style-type: none"> <li>■ Agree on preferred model of interpreter service provision, based on stakeholder consultation.</li> <li>■ Begin staged implementation of statewide interpreter service.</li> <li>■ Implement communication strategy for new service.</li> <li>■ Review the service and determine service growth requirements.</li> </ul>	<ul style="list-style-type: none"> <li>■ September 2006</li> <li>■ October 2006</li> <li>■ October 2006</li> <li>■ October 2007</li> </ul>	<ul style="list-style-type: none"> <li>■ Policy and Legislation Branch</li> <li>■ Multicultural Action Team</li> </ul>
<b>Develop guidelines for using interpreters.</b>	<ul style="list-style-type: none"> <li>■ Identify existing guidelines, evaluate the guidelines and develop new Queensland Health guidelines, in line with the preferred model for statewide interpreter service provision.</li> </ul>	<ul style="list-style-type: none"> <li>■ Sept – Dec 2006</li> </ul>	<ul style="list-style-type: none"> <li>■ Multicultural Action Team</li> </ul>
<b>Coordinate resource development and accessibility by developing and providing consistent information for Queensland Health staff and consumers from culturally and linguistically diverse communities.</b>	<p>Through a working group with representatives from Queensland Health service delivery, the multicultural sector and communities:</p> <ul style="list-style-type: none"> <li>■ Identify existing resources and identify priority resource needs</li> <li>■ Develop a website that provides a catalogue of the resources available</li> <li>■ Oversee development or procurement of identified priority resources</li> <li>■ Develop and implement a communication strategy to increase awareness of resources for staff and consumers.</li> </ul>	<ul style="list-style-type: none"> <li>■ Aug 2006 – April 2007</li> <li>■ Oct 2006 – April 2007</li> <li>■ Nov 2006 – April 2007</li> <li>■ March – April 2007</li> </ul>	<ul style="list-style-type: none"> <li>■ Multicultural Action Team</li> </ul>
<b>Develop a cross-cultural training program for Queensland Health staff.</b>	<ul style="list-style-type: none"> <li>■ Develop a model for cross cultural training based on research on existing models of evidence of effectiveness.</li> <li>■ Implement model.</li> <li>■ Evaluate the effectiveness of the model and plan future roll-out based on findings.</li> </ul>	<ul style="list-style-type: none"> <li>■ Aug 2006 – Aug 2007</li> <li>■ During 2008</li> </ul>	<ul style="list-style-type: none"> <li>■ Multicultural Action Team</li> </ul>
<b>Build upon and establish local networks with culturally and linguistically diverse communities.</b>	<ul style="list-style-type: none"> <li>■ Develop guidelines on consultation for statewide and local networks.</li> <li>■ Document stories of effective community engagement activities.</li> </ul>	<ul style="list-style-type: none"> <li>■ Sept – Dec 2006</li> <li>■ Jan – April 2007</li> </ul>	<ul style="list-style-type: none"> <li>■ Multicultural Action Team</li> </ul>
<b>Build community capacity to address targeted health needs.</b>	<ul style="list-style-type: none"> <li>■ Continue to support community based agencies to provide services to consumers from culturally and linguistically diverse backgrounds on health and community care needs.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>■ Statewide Health and Community Services Branch; HACC Unit</li> </ul>

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## Multicultural policy strategy: Supportive Communities (continued)

Action	Key Activities	Timeline	Lead Responsibility
Build community capacity to address targeted health needs.	<ul style="list-style-type: none"> <li>Implement the Home and Community Care Program's (HACC's) Multicultural Services Development Strategy through establishing designated positions in HACC regions to assist HACC providers to be more responsive to eligible consumers who have culturally and linguistically diverse backgrounds, and through increasing the purchase of care coordination services for those consumers.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>HACC Unit</li> </ul>
Continue the recognition of and commitment to specific disadvantaged groups.	<ul style="list-style-type: none"> <li>Disseminate whole-of-government strategy for African communities and Pacific Islander communities.</li> <li>Participate in multi-jurisdictional meetings on refugee health.</li> <li>Identify gaps in service provision to refugees, asylum seekers and new and emerging communities, and implement strategies to address.</li> </ul>	<ul style="list-style-type: none"> <li>When strategy is available</li> <li>Ongoing</li> <li>June 2007</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team</li> <li>Policy &amp; Legislation Branch</li> <li>Policy &amp; Legislation Branch; Multicultural Action Team</li> </ul>

## Multicultural policy strategy: Strengthening multiculturalism in the Queensland public sector

Incorporate cultural diversity into core business.	<ul style="list-style-type: none"> <li>Include cultural diversity strategies in planning processes.</li> <li>Contribute to the development of a culturally appropriate complaints management policy.</li> <li>Develop and disseminate a guide on effective dissemination strategies, including community ethnic media and community networks, for policy and service planning purposes.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>July – Dec 2006</li> <li>June 2007</li> </ul>	<ul style="list-style-type: none"> <li>Planning &amp; Co-ordination Branch; Area Health Services</li> <li>Multicultural Action Team</li> <li>Multicultural Action Team</li> </ul>
Work in partnership with Queensland Government departments, other state governments and the Commonwealth government.	<ul style="list-style-type: none"> <li>Participate in the Inter-Departmental Committee convened by Multicultural Affairs Queensland and encourage the sharing of information on core strategies across departments' Multicultural Action Plans.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Policy and Legislation Branch, in consultation with the Multicultural Action Team</li> </ul>
Facilitate culturally inclusive service delivery practices.	<ul style="list-style-type: none"> <li>Implement activities on interpreter service provision and cross cultural training as per the Supporting Communities strategy.</li> <li>Implement activities to share Health Service District initiatives and assist coordinated multicultural health action at the local level.</li> </ul>	<ul style="list-style-type: none"> <li>As previously stated</li> <li>July 2007</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team</li> </ul>
Work in partnership with multicultural and community organisations.	<ul style="list-style-type: none"> <li>Continue the Healthier Multicultural Communities Initiative Steering Committee to provide advice and direction on the implementation of the Initiative.</li> <li>Continue the Interest Group for the Initiative to facilitate wider community input into implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team</li> </ul>
Review the organisational infrastructure to implement the Multicultural Action Plan.	<ul style="list-style-type: none"> <li>Review the role, composition and tenure of the Multicultural Action Team.</li> </ul>	<ul style="list-style-type: none"> <li>March – June 2007</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team</li> </ul>
Improve cultural responsiveness of mental health services.	<ul style="list-style-type: none"> <li>Establish a statewide model of multicultural mental health coordinator positions in 13 district mental health services across the state.</li> </ul>	<ul style="list-style-type: none"> <li>June 2007</li> </ul>	<ul style="list-style-type: none"> <li>Queensland Transcultural Mental Health Centre</li> </ul>
Embed culturally responsive service delivery in service agreements with external organisations.	<ul style="list-style-type: none"> <li>Service agreements with non-government organisations require that funded organisations need to ensure their services are accessible and appropriate for special needs groups.</li> <li>Strategies to monitor this will be explored by the HACC Unit through the use of the minimum data set.</li> <li>Raise the profile of Queensland Health in the multicultural sector through requiring community based agencies funded by Queensland Health to acknowledge that funding through its programs, resources and events.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Statewide Health &amp; Community Services Branch; HACC Unit</li> <li>HACC Unit</li> <li>Statewide Health &amp; Community Services Branch; HACC Unit</li> </ul>
Improve data collection and analysis to better inform service planning and evaluation.	<ul style="list-style-type: none"> <li>Investigate current data collections and analysis systems on health status and service provision.</li> <li>Negotiate system changes that will inform service planning and evaluation.</li> <li>Revise and/or develop feedback mechanisms that are culturally appropriate.</li> <li>Support implementation of new data collection processes, including feedback mechanisms, through communication activities.</li> </ul>	<ul style="list-style-type: none"> <li>Aug 2006 – June 2007</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team in close consultation with Health Information Centre</li> </ul>

**Multicultural policy strategy: Strengthening multiculturalism in the Queensland public sector** (continued)

Action	Key Activities	Timeline	Lead Responsibility
<b>Implement a monitoring and evaluation strategy.</b>	<ul style="list-style-type: none"> <li>Develop a strategy to monitor and evaluate the seven key actions of the Healthier Multicultural Communities Initiative and broader activities to improve the health status of people with culturally and linguistically diverse backgrounds, including consideration of the conduct of focus groups with people from culturally and linguistically diverse backgrounds.</li> <li>Ongoing evaluation consistent with the endorsed monitoring and evaluation strategy including annual reporting against this Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>July 2007</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team in close consultation with the Reform and Development Division</li> </ul>
<b>Create greater community awareness of the value of cultural diversity.</b>	<ul style="list-style-type: none"> <li>Include positive portrayals of the diversity of Queensland's population in Departmental publications and promotional activities.</li> <li>Encourage Department staff to have regular contact and positive relationships with multicultural and ethno-specific community organisations.</li> <li>Promote effective community relations work and describe the benefits of cultural diversity in departmental publications and promotional activities.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team in close consultation with Public Affairs</li> </ul>
<b>Update the Queensland Health Multicultural Policy Statement and the Queensland Health Language Services Policy Statement to reflect the release of the Queensland Government's Multicultural Policy 2004.</b>	<ul style="list-style-type: none"> <li>Publish and disseminate updated policies.</li> </ul>	<ul style="list-style-type: none"> <li>June 2007</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team in close consultation with Policy and Legislation Branch</li> </ul>
<b>Develop the future Multicultural Action Plan.</b>	<ul style="list-style-type: none"> <li>Review achievements against the 2006–2007 Plan including Health Service District supporting activity.</li> <li>Consult with the multicultural sector and internal Queensland Health stakeholders to develop the next Multicultural Action Plan, building on achievements of the 2006–2007 Plan.</li> <li>Develop a template to support Health Service District planning and reporting processes.</li> <li>Health Service Districts to report annually on multicultural health activity.</li> <li>Review Health Service District plans to support implementation of the Multicultural Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>March 2007</li> <li>April – June 2007</li> <li>March 2007</li> <li>May 2007</li> <li>April – June 2007</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team</li> <li>Multicultural Action Team</li> <li>Multicultural Action Team</li> <li>District Managers</li> <li>Multicultural Action Team</li> </ul>

**Multicultural policy strategy: Community relations and anti-racism strategy**

<b>Provide leadership and commitment to the value of cultural diversity in the Department's core business.</b>	<ul style="list-style-type: none"> <li>A senior officer is engaged to sponsor the implementation of the Action Plan strategies.</li> <li>Convene a series of intra-departmental meetings on the implementation of the 2006-2007 Plan and for developing the 2007–2008 Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>November 2006 and ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team</li> </ul>
<b>Continue the recognition of and commitment to specific disadvantaged groups.</b>	<ul style="list-style-type: none"> <li>Implement activities as stated under the Supporting Communities strategy and other related strategies.</li> </ul>	<ul style="list-style-type: none"> <li>As previously stated</li> </ul>	
<b>Internally promote multicultural festivals and community events.</b>	<ul style="list-style-type: none"> <li>Promote festivals and events via the internet and other means and encourage Queensland Health participation as an opportunity for health promotion and networking.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Multicultural Action Team</li> </ul>
<b>Provide support for staff who experience discrimination.</b>	<ul style="list-style-type: none"> <li>Include and promote information on support available for staff who experience discrimination on Queensland Health website and the multicultural website.</li> </ul>	<ul style="list-style-type: none"> <li>December 2006</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Human and Industrial Relations Branch; Multicultural Action Team</li> </ul>