

Always Belong

DIVERSITY AND INCLUSION

Multicultural Inclusion Action Plan

2023 - 2025

Our vision

Our objective as part of the *Gold Coast Health Strategic Plan 2020 - 2024* is to deliver health care services and a work environment that is safe, responsive, inclusive, and culturally appropriate for all diverse groups. We must access, attract, retain, and invest in a high-performing, diverse workforce to ensure our capacity and capability to provide world-class healthcare.

Underpinned by the *Diversity and Inclusion Strategy 2023-2025*, this Multicultural Inclusion Action Plan outlines our vision for a unified,

harmonious, and inclusive workplace that meets the needs of our diverse community. It also provides a roadmap to realise this vision and commits to practical actions that facilitate equal employment opportunities, economic and social participation and the elimination of racism and discrimination. Our goal is to provide an inclusive workplace culture where all people feel safe, engaged, respected and valued to bring their whole selves to work at Gold Coast Health.

Our commitment

While we made some important progress in our previous *Diversity and Inclusion Strategy 2017-2022* and *Workforce Action Plan 2019-2022*, this action plan builds on uplifting our capability and addressing systemic barriers to increasing representation and inclusion for people from culturally or linguistically diverse background. Led by lived experience, employee networks, champions and allies, we are committed to creating new ways to drive diversity, inclusion and wellbeing in a post-pandemic world.

We are committed to the following focus areas:

- Increase representation to meet diversity targets, particularly in leadership and critical roles
- Foster a culture of belonging to ensure our people feel valued, respected, heard and seen
- Strengthen leadership accountability for delivering diversity, inclusion, and wellbeing goals
- Increase staff capability, training and awareness
- Reviewing and updating systems, processes and policies to promote a culture of equal opportunity, free from bias and discrimination
- Promoting a safe and healthy environment that prioritises mental health and wellbeing

Our Values:



What do we mean by people from culturally or linguistically diverse backgrounds?

This Multicultural Inclusion Action Plan focuses on people who identify as being from diverse cultural, religious and linguistic backgrounds, specifically people from migrant and refugee backgrounds, people seeking asylum and Australian South Sea Islander peoples.



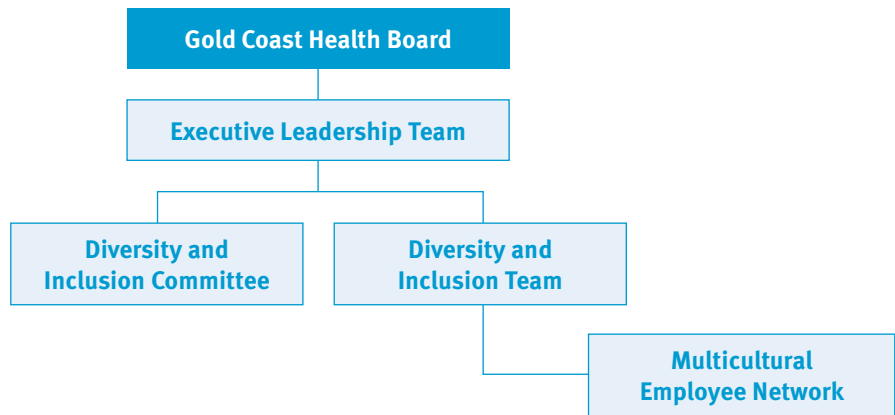
Measures of Success

- ↑ **2022 - 2026** Improved employment outcomes by increased positive workplace experiences for people from diverse backgrounds in our Going for Gold Employee Engagement Survey results.
- ↑ **2024** Increase the proportion of staff who are culturally or linguistically diverse to 15% by 2024, exceeding the Public Service Commission target of 12%



Governance and Leadership

Multicultural Inclusion Action Plan 2023-2025



Multicultural Employee Network

The Multicultural Employee Network is a group of employees who champion equality and accessibility for a culturally diverse workplace that is equal and harmonious. Employees in this network have lived experience or are allies who play an important role in steering and supporting the implementation of initiatives. You can join the network by contacting the Diversity and Inclusion team at DiversityGCH@health.qld.gov.au



Action Plan

Action	Deliverable	Outcome	Responsible	Timeframe
Focus Area: Recruitment, selection and policies				
Continue to build pathways to employment for culturally or linguistically diverse people	Explore options to implement a migrant/ refugee employment program including a internships/ traineeship model (<i>Key Action 2 in Queensland Multicultural Action Plan 2023-24</i>)	Increased employment outcomes for people from culturally or linguistically diverse backgrounds and increase in diversity targets	Diversity and Inclusion (D&I) team	2023-2025
	Engage with community partners to strengthen relationships and attract staff from culturally diverse backgrounds	Increased employment outcomes for people from culturally or linguistically diverse backgrounds and strengthened community partnerships	D&I	2023-2025
	Encourage staff to self-identify their diversity information upon employment commencement or in MyHR	Increased identification and number of employees sharing cultural information. Data used to guide strategic direction and create an inclusive workplace	All staff Leaders	2023
	Partner with tertiary and special cultural or religious schools to explore options for entry pathways program for students with migrant or refugee backgrounds to gain meaningful work opportunities	Increased employment outcomes for people from cultural or linguistically diverse backgrounds	D&I	2023
	Explore options to establish a specific recruitment campaign for linguistically diverse people and migrants / refugees	Increased employment outcomes for cultural and/ or linguistically diverse people	Department of Health (DoH) D&I	2023
Recruitment and selection	Require mandatory inclusive training for all staff sitting on recruitment panels	Increased knowledge and awareness in relation to people from a culturally or linguistically diverse background	D&I Recruitment & Selection Team (R&S)	2023
	Review recruitment and selection practices to ensure accessibility and inclusive language	Removing barriers to accessibility and participation	D&I	2023
	Introduce new selection methods and reasonable adjustments for people from cultural or linguistically diverse backgrounds where language and learning are barriers	Remove barriers to equal employment opportunities for people from cultural or linguistically diverse backgrounds	D&I	2023-2025
	Implement a new buddy system for new employees as part of the onboarding process	Onboarding process enhanced to be more inclusive and provide additional support to new starters that come from diverse backgrounds	D&I Learning and Development Team (L&D)	2023-2025

Action	Deliverable	Outcome	Responsible	Timeframe
Policy	Review workplace policies, documents, and communications to ensure they are inclusive of employees with culturally or linguistically diverse background	Removing barriers to equal employment and full participation	D&I	2023-2025
	Promote and implement where reasonable the <i>Queensland Multicultural Action Plan 2023-24</i> and considers its principles when developing policies and services	Enhanced workplace capability and community outcomes	D&I	2024-2025
	Review complaints process and information available for staff to confidently raise any workplace concerns or discrimination	Increased confidence of staff from culturally or linguistically diverse backgrounds to report discrimination and workplace harm	D&I	2023
	Regularly update and review dress code/uniform policy to reflect staff from culturally diverse backgrounds	Better workplace conditions for staff from culturally or linguistically diverse backgrounds	D&I	2023-2024
Focus Area: Foster a culture of belonging to ensure our people feel valued, respected, heard and seen				
Addressing racism	Encourage staff participation in training and awareness related to addressing and reducing racism	Increased understanding of racism and building anti-racist capability	D&I	Ongoing
	Sign up to and participate in the Australian Human Rights Commission <i>Racism. It stops with me</i> campaign	Increased understanding of racism and building anti-racist capability	D&I	2023
Cultural awareness	Arrange information sessions to help employees understand cultural and linguistically diverse backgrounds	Increased understanding and awareness of multiculturalism and diversity	D&I	2023
	Continue to recognise and participate in events of significance such as Harmony Week, Multicultural Month and other spiritual and multifaith days, for example, Diwali and Ramadan	Increased understanding and awareness of multiculturalism and diversity	D&I All Staff	2023-2025
Recognition and employee support	Recognise individuals and teams who demonstrated outstanding leadership in the areas of diversity and inclusion	Excellence recognised and shared across HHS to encourage enterprise-wide improvements	D&I	2023-2025
	Identify and promote Employee Assistance Program (EAP) that specifically supports employees from cultural or linguistically diverse backgrounds	Employees feel supported and have access to appropriate support services	D&I Workplace Health & Safety Team (WHS)	2023-2025
	Explore options to target frontline and clinical staff who need support	Staff on frontline gain additional and targeted support	D&I	2023



Action Plan

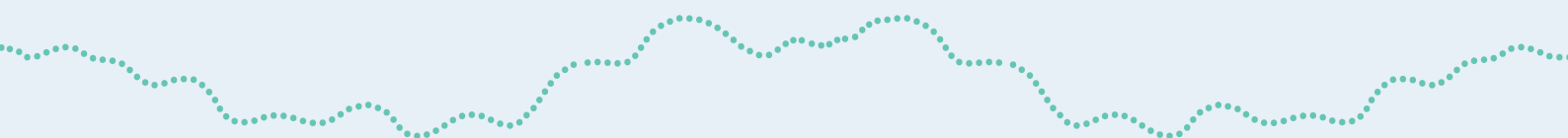
Action	Deliverable	Outcome	Responsible	Timeframe
Focus Area: Training and capability development				
Staff training and capability	Introduce multicultural awareness e-learning program including addressing racism and discrimination	Training provides participants with an understanding of the lived experience of people from cultural or linguistically diverse backgrounds	D&I L&D	2023-2025
	Review Bullying and Harassment Training and introduce updated training in the context of racism	Preventing and appropriately responding to workplace harm	D&I WHS	2023
	Deliver regular workshops and opportunities for staff to build their awareness and understanding access and inclusion issues in the workplace	Increased organisational capability in relation to cultural inclusion	D&I	2023-2025
	Develop Manager's Toolkit for enabling inclusive workplaces	Increased organisational capability in relation to cultural inclusion	D&I	2023
	Encourage employees from cultural or linguistically diverse backgrounds to participate in both leadership and development programs including mentoring and coaching	Increased leadership capability of cultural inclusion Career development and progression for culturally diverse people	D&I L&D	2023-2025
	Review internal and external training programs and courses to ensure accessibility in the context of information provision, application procedures and venue selection	Continuous improvement of access and cultural inclusion	D&I L&D	2023
	Partner with an external organisation to audit and review staff capability in relation to meeting needs of diverse patients	Increased capability development and recommendations	D&I	2023

“It is time that we learn to recognise, appreciate and celebrate our differences rather than letting it divide us.”

DR JOEVIN VINCENT,
CHAIRPERSON FOR THE MULTICULTURAL EMPLOYEE
NETWORK AND CLINICAL DOCUMENTATION SPECIALIST
AT GOLD COAST HEALTH



Action	Deliverable	Outcome	Responsible	Timeframe
Increase staff capability to meet the needs of diverse patients	Continue to provide Interpreter Services to staff and patients to support the needs of diverse patients with language barriers	Equal access to healthcare and staff capability development	D&I Bailey House	2023
	Partner with the Mental Health Multicultural Coordinator to specifically support staff dealing with diverse patients	Specialist knowledge and support provided to staff and work areas who provide health services to the community	D&I	2024-2025
	Partner with Spiritual Care Services to ensure that staff and patients have access to multifaith and spiritual care services, for example, prayer rooms and access to religious support	Specialist knowledge and support provided to staff and work areas who provide health services to the community	D&I	2023-2024
Focus Area: Leadership & accountability				
Accountability	Explore options to include diversity, inclusion, and wellbeing KPIs in leadership performance plans	Developing visible leaders and cultural inclusion champions	Leaders	2024
	Explore options to include diversity, inclusion, and wellbeing KPI in employee performance plans	Developing cultural inclusion confidence and awareness in all staff and champions	All staff	2024
	Develop dashboard reporting to Executive Leadership Team and Gold Coast Health Board to highlight workforce trends, employee metrics with recommendations to deliver inclusion outcomes	Continuous improvement of access and inclusion for employees from cultural or linguistically diverse backgrounds	D&I	2023
Leadership capability and support	Deliver cultural inclusion confidence training specific to leaders	Increasing cultural inclusion confidence for leaders to champion inclusive workplace practices for employees from cultural or linguistically diverse backgrounds	D&I L&D	2023-2025
	Leaders to actively support and encourage teams to attend training, events and support Multicultural Network	Visible leadership and supportive environment to proactively support the advancement of inclusion for employees from cultural or linguistically diverse backgrounds	Leaders	2023-2025





Contact:

✉ DiversityGCH@health.qld.gov.au

📍 Carrara Health Precinct,
45 Chisholm Road,
Carrara, QLD 4211

