



Strategy to improve services for people from culturally diverse communities

NSW Department of Ageing, Disability and Home Care
CALD Strategy 2005 – 2008



New South Wales
Government

DADHC



Department
of Ageing,
Disability &
Home Care

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Foreword

The NSW Department of Ageing, Disability and Home Care (DADHC) recognises the rights of people with a disability and older people from culturally and linguistically diverse (CALD) backgrounds to full and equal participation in NSW society. This recognition will guide the way in which we work with older people, people with a disability, their families and carers.

This strategy grew from consultation with community organisations, with non-government service providers, and with the Department's own staff. Based on those consultations, and our consideration of research and of evidence of what has been successful elsewhere, we now have a set of principles and practices which will guide us as we plan for and work with older people or people with a disability who are from culturally diverse communities.

The strategy not only underpins work already being done by the Department and other relevant agencies but more importantly, highlights service areas requiring further attention and direction over the next three years. This is to ensure that older people and people with a disability from culturally and linguistically diverse backgrounds will have equitable access to appropriate disability support services.

We at DADHC look forward to the continuing improvements that will occur in this crucial area of our work as this strategy to improve services for people from culturally diverse communities — CALD Strategy 2005–2008 is implemented over the next three years.

Brendan O'Reilly



**Director-General
NSW Department of Ageing, Disability and Home Care**

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1 Introduction

People from culturally and linguistically diverse (CALD) backgrounds make up a substantial and growing proportion of the NSW population. Almost 19% of people in NSW speak a language other than English at home, and approximately one quarter of all people come from a background where they, or at least one of their parents, were born overseas and have a CALD background.

At the same time, the number of people aged 65 and over is increasing, as is the proportion of older people coming from a CALD background. Approximately 20% of the population aged 65 and over are from a CALD background. Longer established communities, especially European communities, have a much higher percentage of population in this age group.

Available data indicates that people with a disability from a CALD background are substantially under-represented in their access to disability services. For example, while people from CALD backgrounds make up one in four people with a disability they only account for 6.8% of government provided or funded specialist disability services in NSW.

Future Directions (2004) reaffirms the commitment of the NSW Department of Ageing, Disability and Home Care to improve services and outcomes for people from culturally

and linguistically diverse backgrounds. It also outlines the Department's goals and proposed methods of improving service planning, delivery and access for clients from culturally diverse communities.

This strategy aims to improve services for people from culturally diverse communities. It builds on previous work undertaken in the development and implementation of the CALD Joint Action Plan (2003–2004). The Joint Action Plan employed a partnership approach between DADHC, the main non-government organisations representing CALD communities and mainstream peak agencies in the community care sector. It focused on identifying initiatives that can improve service access and responsiveness.

The evaluation of the joint action plan found that although some of the actions were completed, the time frame for implementation was considered too short. Whilst the collaborative approach was viewed as a valuable strategy to improve services, it was considered that the approach should be extended to include greater participation from Regions and mainstream services.

1.1 Purpose and aims

This strategy provides an integrated framework to guide the Department's work to improve access to, and the responsiveness of, programs and services for people from culturally and linguistically diverse backgrounds. It recognises that improving access and equity is not only about increasing utilisation, but equally about ensuring that services are responsive to the particular needs and circumstances of clients from culturally diverse backgrounds.

The strategy has four key aims to:

- improve participation by representatives from culturally diverse community groups in the Department's planning and decision-making;
- promote opportunities for older people, people with a disability and carers from culturally diverse backgrounds to participate equally in services, programs or their community;
- improve participation by people from culturally diverse backgrounds in DADHC-operated and funded services and programs; and
- improve the appropriateness of DADHC's services and programs to servicing the needs of people from CALD backgrounds.

The desired outcomes of the strategy are that:

- people from CALD backgrounds are informed about the range of services and supports available to older people, people with a disability and their carers and know how to access them;
- programs and services provided and funded by DADHC are responsive to the culturally-specific needs of CALD clients;
- the Department's staff reflect the cultural and linguistic population of NSW; and
- staff of DADHC provided and funded services have increased knowledge and skills to meet the needs of people from CALD backgrounds.

1.2 Format of this document

This document begins with the principles that will guide the Department's work with CALD communities. These principles underpin the strategies and actions articulated later in the document.

The document then outlines:

- the broad processes for monitoring and review of this strategy;
- the strategic directions which apply broadly to all areas of the Department's work: planning services for a culturally diverse population, improving service responsiveness to the needs of clients from culturally diverse communities, developing a culturally competent workforce and using language services. For each of these areas the desired outcomes, broad directions, rationale and actions are outlined; and
- the Action Plan for 2006. This will be updated each year of the strategy.



2 Guiding Principles

The principles adopted in this strategy are derived from the NSW Department of Ageing, Disability and Home Care's core values of *client focus*, *equity*, *integrity*, *performance* and *valuing people*. In guiding its work with clients from culturally diverse communities, DADHC will adopt the following principles:

- **Recognition** – acknowledging and upholding the rights of people from culturally and linguistically diverse backgrounds who have a disability, their carers and older people to full and equal participation in NSW society.
- **Accessibility** – ensuring that people from culturally and linguistically diverse backgrounds have equitable access to all DADHC operated and funded services.
- **Responsiveness** – being sensitive to the needs and requirements of people from diverse linguistic and cultural backgrounds and responsive to the particular circumstances of individuals.
- **Consultation and participation** – regularly consulting with our clients from culturally and linguistically diverse backgrounds and their representative organisations to ensure that we are meeting their needs within the resource constraints we face.
- **Working in partnership** – working with peak and advocacy organisations to coordinate appropriate responses to the needs of older people, people with a disability and their carers from linguistically and culturally diverse backgrounds.
- **Integration** – ensuring that cultural and linguistic diverse considerations are integrated into all aspects of our planning, policy and program delivery.
- **Accountability** – monitoring and evaluating all our initiatives to ensure that they are effective for culturally and linguistically diverse clients and reporting on what we do.



3 Process for monitoring, review and accountability

Our planning, training and initiatives to increase access and improve service delivery will be informed by data and feedback on our performance in achieving the aims of this strategy.

- We will incorporate the CALD Strategy 2005–2008 into the Department’s Business Plan.
 - Responsibility for implementing the strategy will be included in the Senior Executive Service’s Performance Agreements and in the duty statements of Directors and Senior Managers. The Directors will provide a six monthly performance report on progress in implementation of identified strategies to the Corporate Management Board.
 - The Department’s CALD Policy Unit will provide a half-yearly performance report to the Director-General on the progress of the strategy’s implementation, measuring the Department’s performance against the performance indicators in the strategy.
 - We will continue to report annually on the Ethnic Affairs Policy Statement (EAPS) action plan, which is a subset of this strategy. Progress on the implementation of this strategy will be reported in formal consultation forums (Ministerial Forums, annual HACC consultation, and other consultation forums).
- We will convene a reference group with key non-government peak and advocacy organisations, in which the Department will report on progress of the strategy and obtain feedback and advice from these organisations on our progress.



4 Strategic directions

This section outlines four strategic directions that apply broadly across all areas of the Department's work: planning services for a culturally diverse population; improving service responsiveness to the needs of people from culturally diverse communities; developing a culturally competent workforce; and using language services. A number of specific actions relating to the four overarching strategic directions are outlined in this section. Where appropriate however, specific actions have been incorporated in subsequent sections which address particular areas of the Department's work.

4.1 Planning services for a culturally diverse population

4.1.1 Desired outcomes

- Strengthened links and partnerships between the Department and peak multicultural and disability organisations to improve understanding about needs and planning of culturally appropriate services.
- Improved data collection, monitoring and research will enable the Department to better respond to the medium and long term trends in service needs for people from culturally diverse communities.
- All service plans and new services to include criteria for cultural competency and access outcomes.

4.1.2 Rationale

The development of this three-year strategy provides the opportunity to initiate and implement a more systematic approach to consulting clients and the organisations representing CALD communities. It is important for the Department to hear directly from members of the community about their experience of using our services as well as their ideas about how they could be improved.

Advice from organisations working with CALD communities is also vital, as they are able to provide independent and specialist advice on the impact of policies and programs on clients from CALD backgrounds. Regular consultation with clients and these organisations will assist the Department to plan and deliver more culturally appropriate support services.

We have also recognised the need to improve our processes for data collection so we can better monitor utilisation of services by CALD clients and use this information to inform future service improvement and measure the outcomes of this strategy. Baseline data to be collected in the first year of the strategy will enable the Department to monitor where improvements need to be made.

Feedback from CALD organisations and clients indicates that while progress has been made in some areas, there is still a lack of understanding about different needs and culturally appropriate methods of providing assistance. Collaboration with peak disability, ageing, CALD organisations and service providers will facilitate the sharing of knowledge that will help improve service delivery to people from culturally diverse communities.

4.1.3 *Strategic directions*

- We will strengthen our links and partnerships with multicultural and ethno-specific community organisations to develop a shared understanding of disability and ageing issues impacting on CALD communities and develop more effective ways of delivering assistance to individuals and families.
- We will use the data collected in the first year of the strategy to monitor access to our services and focus our planning and resources on areas where people from culturally diverse communities have inequitable access.
- We will work with funded services to increase the cultural appropriateness of their service delivery.

4.1.4 *Actions*

- Strengthen our links and develop partnerships with multicultural and ethno-specific community organisations to improve community support services to people from culturally and linguistically diverse communities. We will:
 - identify multicultural and community-specific organisations that support people with a disability, frail older people and carers from CALD communities; and
 - conduct regular meetings with multicultural and community-specific organisations that support people with a disability, frail older people and carers from CALD communities to develop a shared understanding about culturally appropriate service delivery.
- Monitor access to services and focus planning and resources on areas where people from CALD communities have inequitable access. We will:
 - improve the process for data collection and implement standard reporting of CALD clients;
 - conduct research into areas where people from CALD communities have inequitable access;
 - implement targeted promotion strategies to improve access and service delivery to people from CALD communities in regions;
 - target allocation of resources to people from CALD communities in areas where access is inequitable; and
 - promote opportunities for participation by older people from CALD backgrounds in the Ministerial Advisory Committee on Ageing.
- Work with funded services to increase the cultural appropriateness of their service delivery. We will:
 - introduce into new funding agreement service specifications and performance measures that include CALD benchmarks; and
 - monitor service performance against cultural competency criteria to ensure that services delivered are appropriate for people from CALD backgrounds.

4.2 Improving service responsiveness for people from culturally diverse communities

4.2.1 Desired outcomes

- People from culturally diverse backgrounds are informed about the range of services and supports available to older people, people with disabilities and their carers and know how to access them.
- Programs and services provided by DADHC are responsive to the cultural specific needs of CALD clients.
 - A range of services is available, which is appropriate to the needs of clients from CALD backgrounds, their families and carers.

4.2.2 Rationale

Feedback from service providers and clients indicates that there is a low level of awareness and understanding amongst people from culturally diverse communities about services assisting older people, people with a disability, their families and carers, about how to seek support and their rights as service users. The involvement of many government agencies in providing support services can also make it more difficult to understand and navigate the system.

The reasons for this are varied and involve a range of factors including a lack of information materials in the person's preferred language; differences between the government system in Australia and their country of origin; attitudes to seeking government assistance in areas that some people from culturally diverse backgrounds traditionally consider to be their family's responsibility; having had a negative experience when trying to obtain a service; and a lack of understanding of their rights to use services.

Historically, contact between the aged/disability and CALD sectors has been limited. Feedback from consultations with peak bodies and CALD advocacy groups indicates that these organisations appreciate the opportunity to meet together to discuss concerns and to collaboratively work on possible solutions in accessing issues for CALD clients.

4.2.3 *Strategic directions*

- We will regularly consult with culturally diverse communities, including new and emerging communities, about barriers to accessing services and effective ways to provide support to people from culturally diverse communities.
- We will develop services that include in their design effective ways of providing support to people from culturally diverse communities.
- We will regularly seek feedback from clients from culturally diverse backgrounds about the cultural appropriateness of assistance they are receiving from services provided and funded by DADHC.
- Our strategy performance indicators will enable us to monitor progress towards increased use of DADHC delivered and funded services by CALD clients.

4.2.4 *Actions*

- Consult with culturally diverse communities, including new and emerging communities, about barriers to accessing services and effective ways to provide support to people from culturally diverse communities. We will:
 - conduct annual state and regional forums to consult about the needs of people from CALD communities; and
 - seek advice from CALD clients and communities on new, culturally responsive accommodation support models.
- Develop services that include in their design effective ways of providing support to people from culturally diverse communities. We will:
 - equip staff to plan services in partnership with individual clients and families and/or carers;
 - develop innovative and culturally appropriate respite services in consultation with the CALD communities;
 - provide cultural competency training to services for families caring for children and young people with very high support needs;

- implement the Review of the Multicultural Access Projects to enhance the future capacity of the projects;
 - consult with the CALD communities on strategies to promote earlier contact and raise awareness about available services and referral criteria;
 - research and identify strategies to improve the participation of CALD young women in Post School Programs;
 - develop culturally appropriate models for early intervention dementia services; and
 - conduct the multilingual Planning for Later Life Project to assist CALD older people manage their affairs.
- Seek feedback from clients from culturally diverse backgrounds about the cultural appropriateness of assistance they are receiving from services provided and funded by DADHC. We will:
 - review the effectiveness of multicultural and ethno-specific service models against changing of demographic patterns;
 - evaluate the effectiveness of information dissemination on community support services to people from CALD communities; and
 - review the cultural appropriateness and availability of multilingual resources and support for CALD carers.
- Monitor progress towards increased use of DADHC delivered and funded services by CALD clients. We will:
 - develop funding agreements that require all DADHC funded services to monitor and report on service delivery to people from culturally diverse communities;
 - monitor pathways and identify gaps in the referral and assessment processes into Home Care by CALD clients; and
 - increase levels of basic support and high-level personal support to people from CALD backgrounds in areas where the access is inequitable.

4.3 Developing a culturally competent workforce

4.3.1 Desired outcomes

- Department staff from diverse cultural and linguistic backgrounds are representative of the wider NSW community and have appropriate support and career structures.
- The Department's provided and funded services are progressing towards becoming culturally competent.

4.3.2 Rationale

The delivery of accessible and culturally appropriate services to DADHC's clients is inextricably linked to the participation of staff from culturally diverse backgrounds in service delivery, policy, planning and management. For services to successfully integrate cultural diversity policies and strategies into their work, staffing should reflect the cultural diversity of the community.

A culturally competent workforce is also fundamental to ensuring that services and programs are accessible and appropriate to CALD clients. We need to develop the knowledge and skills of staff in working with CALD communities and clients. Recent research indicates that one-off training sessions have limited benefit in increasing

the capacity of staff to effectively deliver services to people from culturally diverse backgrounds. Rather, building a culturally competent workforce requires ongoing development and education of staff in diversity issues. This education needs to occur at all levels, including care support staff and management.

The work being undertaken by all sections of the Department as part of this strategy indicates that we are making progress in addressing cultural diversity issues. It is important, therefore, that we capitalise on this progress through strategies that share and transfer learning of effective approaches in working with CALD communities.

4.3.3 Strategic directions

- We will further develop the CALD employment strategy to increase the representation of employees from culturally diverse backgrounds across all areas of the Department's work (in all grades and classifications).
- We will develop cultural competency resources and promote opportunities for training to improve the knowledge and skills of funded services.
- We will facilitate sharing of knowledge among staff and service providers about effective approaches in working with CALD clients and communities.

4.3.4 Actions

- Further develop the CALD employment strategy to increase the representation of employees from culturally diverse backgrounds across all areas of the Department's work. We will:
 - review the CALD staff profile as part of the Annual Workforce Profile Report and use findings to further develop the CALD employment strategy.
- Develop cultural competency resources and promote opportunities for training to improve the knowledge and skills of funded services. We will:
 - develop cultural competency training package and resource kits for case management and HACC services to respond to issues of torture and trauma;
 - provide cultural competency training to staff in contact with CALD clients, their families and/or carers; and
 - develop resource strategy to support cultural competency training for funded services;
- Facilitate sharing of knowledge among staff and service providers about effective approaches in working with CALD clients and communities. We will:
 - document existing culturally competent practices and identify leading practice model/s for clients from CALD;
 - develop and implement a training package to raise interpreters' awareness of disability, ageing and carer issues; and
 - develop culturally appropriate assessment tools in consultation with service providers, non-government agencies, clients and CALD communities.

4.4 Using language services

4.4.1 *Desired outcomes*

- People from culturally diverse communities are able to access information about services in their preferred language.
- The Department's own staff with recognised language skills are increasingly used to assist CALD clients.
- Increased use of interpreters by staff of DADHC provided and funded services when conducting assessments, care planning and reviews.

4.4.2 *Rationale*

The literature relating to good practice in communications with CALD communities emphasises the importance of using multi-faceted and culturally appropriate strategies for consulting and disseminating information to diverse communities. Many people from culturally diverse communities are unfamiliar with home support services or concepts such as “respite care”. Consequently, information dissemination to CALD communities must have an educational function in order to make the concept of receiving home support services an acceptable one.

4.4.3 *Strategic directions*

- We will develop a CALD corporate communication strategy to inform and educate staff and CALD clients and communities about DADHC's programs, the range of services available, how to access them, and user rights.
- We will foster a cross-government approach in addressing the information and education needs of CALD school leavers and their families.
- We will facilitate sharing of learning and research findings on successful approaches in working with CALD clients and communities amongst services providers and DADHC staff.

4.4.4 Actions

- Develop and implement a CALD corporate communication strategy, based on recognised good practice, to educate and inform CALD clients about services and their rights to use them. We will:
 - promote the Community Language Assistance Scheme (CLAS) to bi-lingual staff in areas where access is inequitable;
 - monitor the use of interpreters to improve service delivery to people from CALD communities by funded services;
 - pilot interpreter services, and develop resource strategy to extend the services across all regions; and
 - in consultation with CALD communities, develop multilingual resources targeting small, new and emerging communities.
- Foster a cross-government approach in addressing the information and education needs of CALD school leavers and their families. We will:
 - work with the education authorities and schools to better inform school leavers from culturally diverse communities with a disability and their families about Post School Programs and opportunities; and
 - promote through regional forums use of interpreters by funded services.
- Facilitate sharing of learning and research findings on successful approaches in working with CALD clients and their communities amongst services providers and DADHC staff. We will:
 - develop information distribution strategy in consultation with peak non-government and CALD organisations and services; and
 - implement findings of the DADHC CALD and Communication Research project on good practice in communication with people from culturally and linguistically diverse communities.

Appendix

CALD Action Plan 2005 – 2007

Key Action Area 1 Accommodation and Respite services

Accommodation and Respite is responsible for improved management of accommodation support services, such as group homes, large residential centres, centre-based and in-home support for people with a disability with complex behaviour or who are ageing. The business stream leads development of innovative accommodation support and flexible respite services to meet a growing range of needs. It is also responsible for development of regionally based Behaviour Intervention Services which support the families and local services caring for people with disabilities in the community to better manage complex behaviour.

Planning services for a culturally diverse population

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame	
Accommodation support					
1.1	Improve data collection and reporting on clients from CALD backgrounds	<ul style="list-style-type: none"> All group homes, accommodation support services and large residential centres report on CALD status 	1.1.1 Implement standard collection of three primary indicators of CALD status for existing and new clients	<ul style="list-style-type: none"> Executive Director Accommodation and Respite 	Year 1
1.2	Develop new accommodation support models that recognise the support needs of clients and carers from CALD backgrounds	<ul style="list-style-type: none"> New accommodation support models develop and maintain familial and cultural networks for CALD clients 	1.2.1 Consult with CALD clients and communities on new culturally responsive accommodation support models 1.2.2 Include culturally competent practice criteria in service specifications	<ul style="list-style-type: none"> Executive Director Accommodation and Respite 	Year 1-2

Improving service responsiveness for people from culturally diverse communities

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame	
Accommodation support					
1.3	Plan services in partnership with CALD clients, their families and/or carers and include consideration of clients' social and cultural backgrounds	<ul style="list-style-type: none"> Individual plans reflect cultural needs and personal goals 	1.3.1 Consult with CALD clients with a disability, their families and/or carers about individual plans	<ul style="list-style-type: none"> Regional Director 	Year 1
Respite services					
1.4	Audit respite services to determine CALD service usage level	<ul style="list-style-type: none"> Use of respite services as a proportion of CALD population 	1.4.1 Conduct an audit of respite centres and develop profile of CALD service usage by region and identify gaps in service access for specific CALD communities	<ul style="list-style-type: none"> Executive Director Accommodation and Respite 	Year 1
1.5	Develop new respite models to increase culturally appropriate support to CALD children with a disability and fragile health and complex multiple support needs and adolescents with assessed complex challenging behaviour	<ul style="list-style-type: none"> Number of new respite places accessed by CALD children with a disability and fragile health and complex multiple support needs and adolescents with assessed complex challenging behaviour 	1.5.1 Roll out funding for innovative respite services 1.5.2 Develop respite leading practice model/s for CALD children with a disability and fragile health and complex multiple support needs and adolescents with assessed complex challenging behaviour in consultation with CALD and disability NGOs	<ul style="list-style-type: none"> Executive Director Community Access 	Year 1-2

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
Behaviour Support Services				
1.6	Audit Behaviour Support Specialist services to determine current usage level by people from CALD backgrounds	<ul style="list-style-type: none"> Specialist services are more accessible to people from culturally diverse communities 	<ul style="list-style-type: none"> Senior Practitioner 	Year 1
		1.6.1 Conduct an audit of Behaviour Support specialist services 1.6.2 Develop service usage profile and identify gaps in service delivery to people from CALD backgrounds and develop strategies to address them		
1.7	Promote the provision of behaviour support and intervention within a culturally sensitive approach.	<ul style="list-style-type: none"> CALD client satisfaction with Behaviour Support services 	<ul style="list-style-type: none"> Senior Practitioner 	Year 1-2
		1.7.1 Assess specialist services to determine the relevance of current practice to people from CALD backgrounds and identify gaps in specialist service delivery 1.7.2 Develop cultural competency training for behaviour support specialists		
1.8	Include culturally appropriate components in the assessment process to inform individual plans	<ul style="list-style-type: none"> Assessment processes and individual plans consider person's cultural background and self-identity 	<ul style="list-style-type: none"> Senior Practitioner 	Year 1-2
		1.8.1 Review assessment tools to identify gaps in service delivery to people from CALD backgrounds 1.8.2 Consult with CALD clients, their families and carers and communities to determine culturally appropriate assessment tools and individual plans in line with positive programming		
1.9	Extend Behaviour Intervention services to people from CALD backgrounds in regional areas	<ul style="list-style-type: none"> Number of new CALD client referrals to BIS regional teams Number of CALD clients/families assisted 	<ul style="list-style-type: none"> Senior Practitioner 	Year 1-2
		1.9.1 Establish Behaviour Intervention services for CALD clients in regional areas 1.9.2 Promote new Behaviour Intervention regional services and referral process to CALD communities and services 1.9.3 Conduct analysis of referral for CALD clients by referral source (families, schools, community services, OPG)		

Developing a culturally competent workforce

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
Accommodation support				
1.10	Develop the cultural competency of DADHC accommodation staff	<ul style="list-style-type: none"> Improvements in communication, assessment, and participation by CALD clients and families 	<ul style="list-style-type: none"> Executive Director Accommodation and Respite 	Year 1 - 2
1.11	Increase number of bilingual staff to reflect major languages and communities	<ul style="list-style-type: none"> Composition of staff reflect the major languages and communities Number of staff approved for CLAS allowance 	<ul style="list-style-type: none"> Executive Director Human Resources Regional Director 	Year 1 - 2
Respite services				
1.12	Provide an on-going cultural diversity training in staff induction and other developmental activities to improve staff ability to assess people in a culturally sensitive way	<ul style="list-style-type: none"> Number of staff completed module in induction and refresher course 	<ul style="list-style-type: none"> Executive Director Human Resources Regional Director 	Year 1 - 2
Behaviour support				
1.13	Promote continuous learning and development opportunities to network managers and staff to improve their understanding and skills in cross cultural service delivery	<ul style="list-style-type: none"> Staff have better understanding of issues in working with people from CALD groups 	<ul style="list-style-type: none"> Executive Director Human Resources 	Year 1

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
1.14 Recruit new staff experienced in working with people from CALD communities	<ul style="list-style-type: none"> Number of new staff experienced in working with people from CALD communities 	1.14.1 Develop recruitment strategy to encourage applications from qualified people from CALD backgrounds 1.14.2 Promote vacancies through multicultural services and networks	<ul style="list-style-type: none"> Executive Director Human Resources Regional Director 	Year 1-2

Using language services

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
1.15 Promote the use of language services to improve quality of service delivery to accommodation services for people from CALD communities	<ul style="list-style-type: none"> Increased use of interpreters, bilingual staff and written multilingual resources 	1.15.1 Promote CLAS Policy 1.15.2 Use interpreter services when developing/ reviewing each individual plan with people with low English language proficiency 1.15.3 Review written multilingual resources provided to clients, their families and/or carers from CALD	<ul style="list-style-type: none"> Regional Director 	Year 1-2

Key Action Area 2 Community Access

Community Access leads policy, programs and services for children, young people and adults with a disability. A range of policies and programs are aimed at supporting families as they raise their child or young person with a disability. For adults, Community Access aims to bridge the gap between school and vocational choices, promoting independence and community connection. The business stream manages the Post School Programs, Early Childhood Intervention Coordination Program, Children and Family services, Emergency Response, Community Support Teams, and initiatives to improve access for people from culturally diverse backgrounds.

Planning services for a culturally diverse population

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
All community access programs				
2.1 Strengthen links and develop partnerships with multicultural and ethno-specific organisations to improve community support services for CALD communities	<ul style="list-style-type: none"> • Annual state and regional forums • Community organisations report improved links with DADHC • DADHC and CALD communities have a shared understanding of disability and ways to support people with a disability, families and carers 	2.1.1 Identify trans-cultural and community-specific organisations that support people with a disability from CALD backgrounds 2.1.2 Conduct regular meetings with these organisations about the needs of people with a disability from CALD communities 2.1.3 Conduct annual state and regional forums	<ul style="list-style-type: none"> • Director Equity Unit 	Year 1-2

Improving service responsiveness for people from culturally diverse communities

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
Information, referral and intake services				
2.2	Improve the awareness by CALD communities of disability support and community care services	<ul style="list-style-type: none"> • Use of information, referral and intake services as a proportion of CALD population • Increased referral rates of CALD people to specialist disability and community care services 	2.2.1 Promote DADHC information, referral and intake services as access points for CALD communities 2.2.2 Consult with priority communities on possible strategies to promote earlier contact by CALD people and raise awareness of available services and referral criteria 2.2.3 Develop training and support materials for DADHC Information, Referral and Intake staff to develop their understanding of disability and ageing in CALD communities and providing cultural competent services	<ul style="list-style-type: none"> • Executive Director Community Access Year 1
Early intervention and community support for people with a disability				
2.3	Increase the use of early intervention and community support services by CALD communities	<ul style="list-style-type: none"> • Use of community support services reflects the diversity of the local community 	2.3.1 Develop mechanisms for disseminating information about community support services	<ul style="list-style-type: none"> • Regional Director Year 1-2
2.4	Improve the cultural appropriateness of community support services	<ul style="list-style-type: none"> • Increased client satisfaction with community support services by people of CALD backgrounds 	2.4.1 Review assessment protocols for CALD clients and develop improvement strategies 2.4.2 Develop case management and service coordination tools on culturally appropriate practices	<ul style="list-style-type: none"> • Director Equity Unit Year 1-2

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame	
Children with a disability and their families					
2.5	Develop culturally appropriate support services for families with a child with a disability from CALD communities	<ul style="list-style-type: none"> • CALD access to new family services reflects the diversity of families in the local community • Family services provided by mainstream providers consider the needs of CALD communities 	2.5.1 Include cultural competency and access outcomes in the design and implementation of the new family services. This will comprise tender documentation, service models, outcomes and performance indicators	<ul style="list-style-type: none"> • Executive Director Community Access 	Year 1
2.6	Improve the cultural responsiveness of out of home options for young CALD people	<ul style="list-style-type: none"> • Cultural differences of young people are included in the planning and delivery of out of home care 	2.6.1 Design guidelines for out of home options which consider the needs of CALD communities	<ul style="list-style-type: none"> • Executive Director Community Access 	Year 1
2.7	Develop culturally appropriate Leaving Care services for young people with a disability	<ul style="list-style-type: none"> • The Transition Plans for young people specifically acknowledge and address their individual cultural needs and diversity 	2.7.1 Include consideration of the needs of CALD people in the development and implementation of Leaving Care Transition Plans	<ul style="list-style-type: none"> • Executive Director Community Access 	Year 1
2.8	Increase support to CALD families caring for children with a disability, with a particular focus on children and young people with very high needs	<ul style="list-style-type: none"> • Cultural and linguistic diversity is reflected in the service delivery to children and young people with high support needs 	2.8.1 Research the needs and service models which are appropriate to the needs of families caring for a child with a disability	<ul style="list-style-type: none"> • Executive Director Community Access 	Year 1

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
Post School Programs for adults with a disability				
2.9	Develop culturally appropriate Post School Programs for young adults with a disability from CALD communities	<ul style="list-style-type: none"> • Program documentation includes culturally competency practices • Approved Community Participation services meet the needs of CALD communities • CALD participation in Post School Programs reflects the diversity of CALD school leavers 	2.9.1 Include cultural competency criteria and access outcomes in the design and implementation of the 2006 tender for Community Participation services. This will comprise tender documentation, service models, outcomes and performance indicators and use of interpreters 2.9.2 Develop and report on performance measures by Post School Programs on CALD participation	<ul style="list-style-type: none"> • Executive Director Community Access Year 1-2
2.10	Increase the participation of school leavers from CALD communities	<ul style="list-style-type: none"> • CALD communities' access to Post School Programs reflects the diversity of the local community 	2.10.1 Work with the Department of Education and Training to better communicate with school leavers and their families from CALD backgrounds, including school forums, information in other languages 2.10.2 Develop culturally appropriate resources 2.10.3 Research and identify strategies to improve the participation of CALD young women in Post School Programs	<ul style="list-style-type: none"> • Executive Director Community Access Year 1
Carers				
2.11	Improve, in partnership with carer support and CALD community organisations, an understanding of the role of CALD carers of people with a disability and older people	<ul style="list-style-type: none"> • Revised NSW Carers Statement considers the needs of CALD communities • Action Plan for CALD carers 	2.11.1 In conjunction with NSW Health, review the existing Carers Policy Statement 2.11.2 Review the cultural appropriateness and availability of existing information and support for CALD carers	<ul style="list-style-type: none"> • Executive Director Community Access Year 1-2

Developing a culturally competent workforce

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
2.12 Increase the cultural competency of community support workers	<ul style="list-style-type: none"> • Number of staff received cultural competency training 	2.12.1 Identify culturally competent case management and service coordination practice guidelines	<ul style="list-style-type: none"> • Director Equity Unit • Executive Director Human Resources 	Year 1-2
2.13 Increase the proportion of people from CALD backgrounds in the community support work force	<ul style="list-style-type: none"> • Number of CALD identified children's caseworker positions • Number of CLAS allowances by priority communities 	2.13.1 Recruit children's casework consultants 2.13.2 Promote CLAS, particularly in high demand areas with diverse populations and inequitable access	<ul style="list-style-type: none"> • Regional Director 	Year 1
2.14 Increase the cultural competency practices in Post School Programs	<ul style="list-style-type: none"> • Number of people trained and assisted 	2.14.1 Promote culturally competent management and service delivery 2.14.2 Provide assistance to support workers to apply good practice	<ul style="list-style-type: none"> • Executive Director Community Access 	Year 1-2

Using language services

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
Information, referral and intake services				
2.15 Provide information resources to clients, families and carers in priority languages at points of contact	<ul style="list-style-type: none"> • Multilingual resources produced in priority languages 	2.15.1 Develop multilingual resources in appropriate formats	<ul style="list-style-type: none"> • Director Equity Unit 	Year 1
2.16 Develop culturally appropriate methods for information dissemination	<ul style="list-style-type: none"> • More effective distribution of information resources • More CALD information resources in outlets and services 	2.16.1 Consult with CALD NGOs and communities to develop the most appropriate and effective ways of disseminating information about DADHC services 2.16.2 Promote multilingual resources in HS NET	<ul style="list-style-type: none"> • Director Equity Unit 	Year 1

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame	
Early intervention and community support for people with a disability					
2.17	Improve language services by raising awareness of interpreters about disability, ageing and carers	<ul style="list-style-type: none"> Number of interpreters trained in disability services 	2.17.1 Develop disability, ageing and carer awareness training module for interpreters and negotiate with language services to implement the module	<ul style="list-style-type: none"> Director Equity Unit 	Year 1

Key Action Area 3 Home Care Service of NSW

The Home Care Service of NSW provides through its regional branch network domestic support, personal care services and home based respite for carers enabling older people and people with a disability to continue living independently in their homes. The Referral and Assessment Centre coordinates the type of service people need. The business unit in Central Office also manages the Attendant Care Program and High Needs Pool which provide in-home support for people with a disability requiring high levels of support.

Planning services for a culturally diverse population

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
3.1 Monitor participation rates of CALD clients in Home Care	<ul style="list-style-type: none"> Home Care CALD clients as a proportion of CALD population in that area 	3.1.1 Analyse referral and assessment data to monitor pathways into Home Care by CALD clients	<ul style="list-style-type: none"> Executive Director Home Care 	Year 1

Improving service responsiveness for people from culturally diverse communities

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
3.2 Improve access to high level personal support by people from CALD backgrounds	<ul style="list-style-type: none"> Increased personal support for frail older people and people with disabilities from CALD backgrounds Clients report that high level personal support is culturally appropriate 	3.2.1 Review referrals to document barriers to CALD people using high-level personal support 3.2.2 Develop branch level strategies to improve access to high level personal support services by CALD communities	<ul style="list-style-type: none"> Executive Director Home Care 	Year 1-2

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
3.3 Improve access to Home Care services by people from CALD backgrounds	<ul style="list-style-type: none"> Increased number of clients receiving: <ul style="list-style-type: none"> – domestic assistance – personal care – respite and other services CALD clients report that their service is culturally appropriate 	3.3.1 Assess whether the use of Home Care service by CALD clients is equitable in terms of CALD population 3.3.2 Develop strategies to increase level of basic support services to people from CALD backgrounds in areas where the access is inequitable	<ul style="list-style-type: none"> Executive Director Home Care 	Year 1

Developing a culturally competent workforce

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
3.4 Increase staff awareness of CALD issues in providing Home Care	<ul style="list-style-type: none"> Number of CALD clients who were appropriately referred by Home Care staff for language services Number of staff attending cultural competency training 	3.4.1 Promote Using Interpreters and Translators Policy and Procedures to all staff 3.4.2 Promote cultural competency training to new and existing Branch Managers and staff	<ul style="list-style-type: none"> Executive Director Home Care Executive Director Human Resources Regional Director 	Year 1-2
3.5 Increase the number of bilingual staff to reflect the major languages and communities	<ul style="list-style-type: none"> Number of bilingual Home Care staff in each Branch as a proportion of major languages and communities in that area 	3.5.1 Review branch staffing profiles and prioritise recruitment of staff with competency in languages other than English 3.5.2 Promote vacancies through ethnic media and CALD networks	<ul style="list-style-type: none"> Regional Director 	Year 1-2
3.6 Promote Home Care leading practice models for service delivery to people from CALD communities	<ul style="list-style-type: none"> New models implemented 	3.6.1 Document existing culturally competent practices and identify leading practice 3.6.2 Assist other Home Care branches implement cultural competent practice	<ul style="list-style-type: none"> Regional Director 	Year 1-2

Using language services

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
3.7 Work with accredited interpreters, bilingual assessors and bilingual advocates to improve access for people with limited English proficiency	<ul style="list-style-type: none"> • Number of client assessments conducted with professional interpreters, bilingual assessors and bilingual advocates • In home bilingual services provided to people with limited English proficiency 	3.7.1 Review the use of interpreters and bilingual staff 3.7.2 Develop strategies for the improved use of interpreters and bilingual staff	<ul style="list-style-type: none"> • Regional Director 	Year 1
3.8 Develop multicultural communication and information in culturally appropriate formats	<ul style="list-style-type: none"> • Number and type of information culturally adapted and translated • Number of translated Service Agreements by language 	3.8.1 Review existing Home Care multilingual resources including the Home Care Multilingual Phone Line 3.8.2 In consultation with CALD communities, develop multilingual resources targeting small, new and emerging communities	<ul style="list-style-type: none"> • Executive Director Home Care 	Year 1-2

Key Action Area 4 Service Development and Planning

This business stream develops and reports on services delivered under the Commonwealth, State and Territory Disability Agreement (CSTDA) and Home And Community Care (HACC) Agreement. This includes planning and development of services; negotiating agreements and managing contracts with over 900 funded organisations; monitoring standards in DADHC operated and funded services; and coordinating with other government departments at state and commonwealth levels to improve policies and services.

Planning services for a culturally diverse population

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
4.1 Improve data on CALD clients	<ul style="list-style-type: none"> Rate of returns including completed CALD data 	4.1.1 Increase efficiency of HACC and CSTDA Minimum Data Set collection on CALD clients	<ul style="list-style-type: none"> Executive Director Strategic Policy and Planning 	Year 1-2
4.2 Introduce standard approach to analysing data on CALD clients	<ul style="list-style-type: none"> Program reviews report on services to CALD clients 	1.1.1 Develop program-specific data reports to monitor access and responsiveness of services to people from CALD communities 1.1.2 Provide community profiles for each LPA, including a breakdown of CALD community representation, as the basis for planning services and monitoring service delivery 4.2.3 Develop a guide for program managers on using CALD data	<ul style="list-style-type: none"> Executive Director Strategic Policy and Planning 	Year 1

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
4.3 Research the support needs and culturally appropriate service models for people from culturally diverse backgrounds	<ul style="list-style-type: none"> • Additional evidence base • Number of research projects on CALD access 	4.3.1 Require all new research projects to consider the needs of culturally diverse communities 4.3.2 Conduct research into areas where people from culturally diverse communities have inequitable access 4.3.3 Develop guidelines for culturally responsive needs assessment, community engagement and service development strategies	<ul style="list-style-type: none"> • Executive Director Strategic Policy and Planning • Director Equity Unit 	Year 1

Improving service responsiveness for people from culturally diverse communities

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
All funded services				
4.4 Introduce CALD service delivery benchmarks into Service Specifications and Description Schedules	<ul style="list-style-type: none"> • Number of funding agreements/ contracts incorporating CALD benchmarks 	4.4.1 Introduce into new funding agreement service specifications and performance measures that include CALD benchmarks	<ul style="list-style-type: none"> • Executive Director Strategic Policy and Planning 	Year 1 - 2
Home and Community Care Program				
4.5 Improve the delivery of HACC services for CALD people by implementing the Review of the Multicultural Access Projects	<ul style="list-style-type: none"> • Number of multilingual services provided • Multilingual HACC information sessions for CALD communities • Increased number of HACC clients from CALD in MAP areas 	4.5.1 Implement a new strategic framework for the Multicultural Access Program, including program outcomes; revised program management arrangements; improved collaboration of the MAPs Network; and resource allocation	<ul style="list-style-type: none"> • Director Equity Unit 	Year 1

Developing a culturally competent workforce

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame	
All funded services					
4.6	Improve skills of staff of funded services to deliver culturally competent services	<ul style="list-style-type: none"> • Number of staff trained • Post-training evaluation reports 	4.6.1 Promote cultural competency training calendar for DADHC funded services 4.6.2 Develop resource strategy to support cultural competency training	<ul style="list-style-type: none"> • Director Equity Unit 	Year 1-2
Home and Community Care Program					
4.7	Develop cultural competencies for staff of HACC services	<ul style="list-style-type: none"> • NGOs report increased capacity to provide culturally competent services 	4.7.1 Complete the UNSW CALD Training for HACC Services pilots 4.7.2 Report post-training evaluation for the pilots	<ul style="list-style-type: none"> • Director Equity Unit 	Year 1-2

Using language services

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame	
All funded services					
4.8	Increase use of interpreters by funded services	<ul style="list-style-type: none"> • Increased use of interpreters by funded services in 2 regions 	4.8.1 Develop and trial policy framework and resource strategy for interpreters	<ul style="list-style-type: none"> • Regional Director 	Year 1-2
Home and Community Care Program					
4.9	Increase use of language services by HACC services	<ul style="list-style-type: none"> • Provision of language services to clients 	4.9.1 Use regional NGO forums to promote ways to plan and budget for language services and/or further develop existing language services	<ul style="list-style-type: none"> • Regional Director 	Year 1-2
4.10	Improve multilingual promotion of HACC services to people from CALD backgrounds	<ul style="list-style-type: none"> • Increased promotion of HACC services in ethnic media • Information on HACC for new and emerging communities 	4.10.1 Implement the CALD and Communication Project	<ul style="list-style-type: none"> • Director Equity Unit 	Year 1

Key Action Area 5 Office for Ageing and Corporate Communications

The Office for Ageing provides advice to the Department and the Minister on strategic issues related to the ageing of the population. It works with other agencies to build awareness and promote appropriate policies and services for older people and stimulate cross-agency strategies to address ageing issues. The Office works with NSW Health, as the lead agency, implementing NSW Future Directions in Dementia (2001–2006), funds the Seniors Information Service and is implementing projects in priority areas such as retention of mature workers, ageing and disability, social exclusion and elder abuse. Office for Ageing also provides secretariat support for the Ministerial Advisory Committee on Ageing. DADHC's Corporate Communications Unit manages the NSW Seniors Card program and NSW Seniors Week – both of which promote active participation of older people in the NSW community.

Planning services for a culturally diverse population

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
5.1 Promote opportunities for participation by older people from CALD backgrounds in the Ministerial Advisory Committee On Ageing (MACA)	<ul style="list-style-type: none"> • MACA Strategic Plan includes strategies for culturally diverse communities 	5.1.1 Promote opportunities for participation of older people from CALD in MACA Strategic Plan	<ul style="list-style-type: none"> • Executive Director Office for Ageing 	Year 1-2
	<ul style="list-style-type: none"> • Number of CALD older people on MACA 	5.1.2 Advertise MACA vacancies and related events in culturally appropriate media		

Improving service responsiveness for people from culturally diverse communities

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
5.2 Increase participation by people from CALD backgrounds in Seniors Week	<ul style="list-style-type: none"> • Increased coverage of Seniors Week in multilingual media 	5.2.1 Develop and maintain a central database of CALD community seniors groups and organisations in NSW	<ul style="list-style-type: none"> • Director Corporate Communications 	Year 1
	<ul style="list-style-type: none"> • Number of culturally appropriate Seniors Week activities 	5.2.2 Promote Seniors Week activities in culturally appropriate media and community networks		

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
5.3 Develop and promote culturally appropriate Planning for Later Life information for CALD communities	<ul style="list-style-type: none"> • Number of bilingual workers trained on Planning for Later Life • Coverage in multilingual media of Planning for Later Life 	5.3.1 Conduct Planning for Later Life Project to assist CALD people manage their affairs 5.3.2 Develop communication strategy to promote the Planning Ahead Kit to CALD communities	<ul style="list-style-type: none"> • Executive Director Office for Ageing 	Year 1
5.4 Develop culturally appropriate models for delivering advice and early intervention dementia services for CALD communities	<ul style="list-style-type: none"> • Strategy in place by June 2006 	5.4.1 Consult with key communities and the Cross Cultural Dementia Working Group to develop CALD Dementia Strategy	<ul style="list-style-type: none"> • Executive Director Office for Ageing 	Year 1

Using language services

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
5.5 Promote the NSW Seniors Card Program to business and older people from CALD backgrounds	<ul style="list-style-type: none"> • Number of older people from CALD backgrounds using the NSW Seniors Card • Number of business partners targeting older CALD people 	5.5.1 Translate Seniors Card overview into 19 languages and distribute through web site and expos 5.5.2 Distribute Seniors Card Welcome Here stickers in Chinese 5.5.3 Prepare media releases on CALD initiatives 5.5.4 Conduct sessions on Seniors Card at CALD seniors groups 5.5.5 Encourage Seniors Card Business Partners to market services to CALD seniors 5.5.6 Translate and print an 'overview' in 14 languages in the annual Seniors Card Discount Directory and distribute to all members 5.5.7 Develop a multicultural image library on seniors and young people with a disability	<ul style="list-style-type: none"> • Director Corporate Communications 	Year 1
5.6 Develop multilingual information on dementia early detection and support services for older people from CALD backgrounds	<ul style="list-style-type: none"> • Number of resources produced on dementia and support services 	5.6.1 Develop dementia projects to provide information and community awareness among CALD communities, in line with objective of the Cross Cultural Dementia Working Group	<ul style="list-style-type: none"> • Executive Director Office for Ageing 	Year 1-2
5.7 Promote Seniors Card Call Centre to older CALD people	<ul style="list-style-type: none"> • Number of older people from CALD backgrounds using the Seniors Card Call Centre 	5.7.1 Collect data on CALD clients and use of interpreters	<ul style="list-style-type: none"> • Director Corporate Communications 	Year 1

Strategy	Performance Indicators	Activity	Responsibility	Time-Frame
5.8 Promote Seniors Information Service to older CALD people	<ul style="list-style-type: none"> Number of older people from CALD backgrounds using the Seniors Information Service 	5.8.1 Collect data on CALD clients and use of interpreters 5.8.2 Assess ways to reach more CALD older people 5.8.3 Promote the use of bilingual staff in the Seniors Information Service	<ul style="list-style-type: none"> Executive Director Office for Ageing 	Year 1-2

Glossary

CALD	Culturally and linguistically diverse
CLAS	Community Language Allowance Scheme
CSTDA	Commonwealth State/Territory Disability Agreement
DADHC	NSW Department of Ageing, Disability and Home Care
EAPS	Ethnic Affairs Policy Statement
HACC	Home and Community Care
HS Net	a web site for staff working in the NSW human services sector. It helps agencies to improve their efficiency in helping clients.
LPA	Local Planning Area
MACA	Ministerial Advisory Committee on Ageing
NGO	non-government organisation
OPG	Office of the Public Guardian

Notes



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