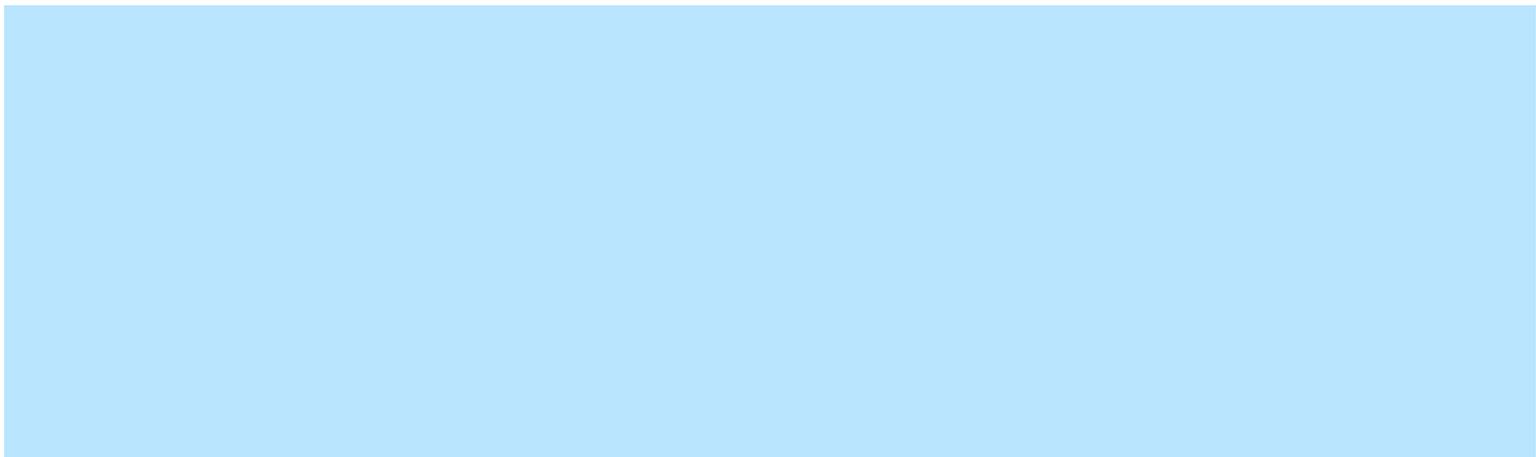# 6

Including Diversity Considerations in Service Planning and Delivery

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Purpose of Tool

This tool aims to guide organisational planning using ethnicity data for service planning and delivery. This approach is essential to ensure service delivery options are created or adjusted to appropriately meet the needs of the populations serviced. This could have the added benefit of making your organisation's service offer attractive to potential customers.

Approaches to planning may depend on the service location and the populations served. These areas include;

1. Areas with low levels of CALD communities, no one CALD community is prominent and the CALD communities present are small in number (this would be largely applicable to more rural areas);

2. Areas with one or two CALD communities with a high population of people;

3. Areas with high levels of multiple CALD communities.

By designing and adjusting service delivery approaches based on the communities in your catchment area or region, you will be creating programs or services that meet local needs. Under the NDIS's move towards consumer directed care and away from block funding, it is crucial to design services that are useful to people rather than following criteria around what the service was block funded to do.

Essential Information

After collecting your ethnicity data and investigating gaps between your potential consumer base and your actual consumer base, you will need to consider the following;

• What should your service look like if you want to attract potential consumers to your program?

• What resources do you need to allocate to be responsive to the needs identified within the population in your catchment?

• Do you need to recruit more staff to meet those needs?

These questions will be considered in the steps below relation to the density of CALD communities in your area.

What you need to do

The steps outlined below will provide some guidance around what you should be aware of when designing and planning for culturally responsive programs and services.

You must consider these steps when embedding CALD considerations into service planning;

1. Ensure you have completed a thorough investigation of the ethnicity demographics of your catchment area.

2. Complete an environmental scan of existing services for that demographic.

3. Determine the best approach to service planning based on the above steps.

For implementing Step One, refer to the 'Collecting Ethnicity Data' tool in the Organisational Planning section of this Resources Toolkit. This tool will expand on step two onwards.

Step Two: Environmental Scan and Service Mapping

The main question that needs to be answered in this step is:

Would I gain consumers by modifying or creating a service or program to become ethno-specific/multicultural or is the level of diversity such that the needs of the population are better met by better access to existing generalist services within your organisation or the local area?

This step is a guide to looking in more depth into what services exist in your area in relation to the demographics identified, and undertaking a localised mapping exercise. Firstly, draw upon any available resources within your organisation. You can use any existing knowledge or awareness as an initial step when mapping what disability services are available for CALD communities in the area.

If no detailed community organisations are found to be listed within your existing service directories, it is important to investigate through desktop research any

existing relationships with stakeholders and talks with staff members about what CALD services are out there.

Once you have identified a list of community organisations that may be supporting the local community, you will need to consider what services they provide, and what reach and capacity they currently deliver in the local disability sector that you are working in. For example, you may find through the data that there is a large Arabic-speaking community residing in your catchment. You also may be aware of a large Arabic support organisation operating within the state that might be providing services to that community. But consider the following;

- Does that organisation have a specific presence in the area you are working in?

- If you are working in the disability space, does that organisation provide specific disability support to that community?

By looking at the organisation's website, or making enquires with the organisation via email or phone you will able to access this information.

The purpose of this step is to discover whether it is worth responding to demographic need by catering to one or more communities, or re-designing your service as a multicultural offering. If, for example, there is one prominent community that is being supported by a highly successful ethno-specific disability service in your area, then it may not be feasible to replicate an ethno-specific offering in the same area. However, if a gap in service delivery within the population is identified, this could be an opportunity to fill that gap by adjusting your service design and delivery.

Step Three: Service Design and Planning

The kind of service you should consider creating will be dependent on what elements you discover from the demographic data and the service mapping exercises. The table below will assist with determining this.

Service Type to Develop	Environmental and Demographic Factors	Service Components
Culturally Responsive Service for the General Population	You are working in an area of low CALD density. CALD community services are servicing the small CALD communities in your area. You could be working in a rural setting.	Consider increasing the accessibility and service capacity across as many communities as possible. This would create a generalist service with the heightened capacity to meet the needs of culturally and linguistically diverse people. Creating this service would involve: 1.Utilisation of staff profiles to foster client to staff service matching. 2. Consideration of promotional information about the service in other languages that can be distributed through community networks and appropriate referrals (Please see A Tool to Achieve Effective Communication with CALD Communities for more information). 3. Enhancement of staff skills to foster culturally competent service provision and cross-cultural communication, such as investing internally in cultural competency training for all staff, training in the use of language services, and structured staff supervision in monitoring effective cross communication in practice through mentoring programs and staff and manager reviews. 4. Identification of resource budgets to allow for interpreter usage in high risk processes and translation services specific to client service delivery (Please refer to the Appropriate use of Language Services Tool for more information).

Multicultural Service	You are working in an area where there are a number of highly populated CALD communities, with no one CALD community being the numerically prominent community. You might be working in an inner city setting. You may be servicing communities with diverse language needs.	Consider the following; 1.Recruitment for service coordinators and assessors who have the languages relevant to the group of targeted populations. 2. Development and utilisation of a bilingual care worker pool to be able to deliver in home services for disability clients with disability. These positions are not identified positions (i.e. you would not be recruiting for a Chinese person for example, you would be recruiting for a person who has cultural awareness skills and can speak the language). 3. Targeted training in relation to cultural competence relative to the needs, wants and preferences of the identified communities. 4. Promotion & Branding – you can brand the program as a multicultural service, that is, it is a firmer offer for people from different communities to be attracted to.
Service for a specific ethnicity	You are working within an area that has one or two clear dominant CALD communities You could be working in a suburban setting. You may be working with established migrant communities.	Consider the following; 1.Partnership with targeted community members (in order to create service legitimacy you need to incorporate the community in the design process see the How to increase CALD Consumer Participation & Input Tool) 2. Recruitment of assessors and coordinators that have familiarity with language and culture of the community you are building a service for 3. Recruitment of sessional and care staff who speak the language e.g. 4. Material development in language for example, consumer directed care information within the disability sector

Good Practice Tips – Staff Matching

Before matching staff within your service or program with clients, it is important to reflect on some best practice considerations. Firstly, how do you identify staff with existing bi-cultural and bi-lingual skills?

Staff surveys, feedback from team meetings, and designing a formal approach to collecting demographic data are some methods for identifying CALD staff. Questions you should ask of a staff member include:

- Can you speak any languages other than English?

- If so, what languages do you speak?

- What level of proficiency do you have in these languages?

- How comfortable are you in communicating in these languages in a work environment?

It isn't as simple as matching a staff member from a particular ethnicity with bilingual skills to a client from the same background. Some good practice tips include;

- Being aware that staff aren't feeling challenged when working with someone from their own culture. Boundary issues could be more of a challenge to maintain in some scenarios. It is important to provide adequate supervision and support in line with your organisational protocols if this is an issue for staff.

- Ensuring that staff are comfortable using their second language at work Some staff may feel pressured to use their bilingual skills at work, even if they may not have the right level of proficiency in that language.

- Ensuring that staff are not translating any legal or important documents on behalf of the organisation. There are quality control issues that need to be considered if using staff as translators.

- Being aware of the work load of bilingual staff. Staff shouldn't be made to feel as though their skills are a burden, or add on to their normal duties. It is important that their skills are valued within the organisation