



DIVERSITY & INCLUSION

FRAMEWORK - 2030

COAST & COUNTRY PRIMARY CARE

*WE MAKE A MEANINGFUL SOCIAL IMPACT IN COMMUNITIES
WHERE WE LIVE AND WORK. BETTER HEALTH. BETTER LIFE.*

Acknowledgement

Coast & Country Primary Care acknowledges Aboriginal and Torres Strait Islander (First Nations) peoples as the first Australians and recognise their culture, history, diversity and their deep spiritual connection to the land, sea, sky, and community.

We pay our respect to the Darkinjung, Gumbaynggirr, and the Birpai people and the lands, skies, waterways, and communities of their Countries.

We acknowledge Elders past, present, and emerging who have influenced and supported Coast & Country Primary Care on our journey so far.

We acknowledge and recognise all Aboriginal people who have come from other First Nations groups and who have now come to call Darkinjung, Gumbaynggirr, and the Birpai country their home.

We extend that respect to our Aboriginal and Torres Strait Islander staff, clients, participants, patients, partners, and community.

We pledge to work together to build a service that values and respects First Nations people.

A MESSAGE FROM THE CHAIR



DUNCAN BENNET

Coast & Country Primary Care (CCPC) has a vision to make a positive impact where we live and work.

We acknowledge that we live and work on Aboriginal land and that we have a responsibility to ensure our services are inclusive and accessible to all Australians.

Our values of compassion, accountability, respect, and excellence underpin everything that we do.

This framework is CCPCs commitment to learning, listening and taking action to ensure that all interactions whether as a client / participant / patient, community member or staff member are respectful, accepting of diversity, inclusive, safe and a positive experience.

CEO FOREWORD



KATHY BEVERLEY

At Coast & Country Primary Care (CCPC), Diversity and Inclusion is everyone's business. I am pleased to present our Diversity and Inclusion Safety Framework.

Inclusion means developing and nurturing environments where all people feel safe. Discrimination can significantly impact on an individual's health and wellbeing.

This framework confirms CCPCs commitment to the journey of learning and growing and reforming.

It forms part of our intention to strive towards supporting inclusivity and diversity, nurturing, safety and equitable access to health care for all Australians.

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WHAT IS A SAFE, INCLUSIVE HEALTH AND DISABILITY SERVICE?

Accessing a health and disability service should be a straightforward process for all Australians but people from LGBTQ, culturally and linguistic diverse backgrounds and older persons can face barriers to access such as discrimination, rejection, harassment, and exclusion.

In the context of health care, recognising that these groups of people can have unique healthcare and disability needs, inclusion and safety can be seen as tools to assist in breaking down those barriers. Care of a person/family member from a diverse background by a health care provider who has undertaken a process of reflection on their own identity and recognises the impact of the health care professional's culture on their practice plays a vital role in addressing these issues. Unsafe cultural practice is any action which diminishes, demeans, or disempowers the cultural identity, diversity, inclusion, and well-being of an individual.

Service delivery that is inclusive of people of diverse genders and sexualities, age, language and cultural backgrounds require an organisational change to ensure that inclusion is embedded rather than tokenistic.

Safety, inclusion and diversity on a continuum of care with awareness being the first step in the learning process (which involves understanding difference), sensitivity being a next step (where self-exploration occurs), competence, and safety being the outcome of this process. This is a dynamic and multidimensional process where an individual's place in the continuum can change depending on the setting or community.



The Continuum of Care & Continuous Improvement involves:

- Ensuring a high-quality standard of inclusive and appropriate service delivery which is supported by friendly, inclusive, welcoming and Safe quality assurance processes.
- Ensuring the workforce is applying inclusive, diverse and safe practices.
- Ensuring appropriate risk assessment and management procedures are in place.
- Establishing and maintaining appropriate and inclusive, diverse and safe consumer feedback procedures, including complaint handling.
- Ensuring appropriate and safe support mechanisms are in place for clients/participants/patients/community and staff members.

PURPOSE OF FRAMEWORK

Coast & Country Primary Care's purpose is that we are an "accessible and inclusive disability and primary health care provider".

The Diversity and Inclusion Safety Framework is designed to improve inclusivity and safety for:



All employees working for Coast & Country Primary Care and within the broader network of the Community Services sector.



Clients/participants/patients accessing our services who are from diverse backgrounds, linguistic, cultural, LGBTQ, older persons.

The Diversity and Inclusion Safety Framework has been developed as the first phase of a continuous improvement approach.



The launch of the Framework aimed at reflection and planning.



Key standards and measures will be developed to help individuals, and services.

2024 & BEYOND

Individuals, services and the organisation will be required to meet and be measured against quality and cultural safety standards – aimed at accountability and compliance.

2023 – 2024

The organisation to track growth aimed at improvement and development.

ORGANISATIONAL VALUES

The Diversity and Inclusion Framework has been developed with our CARE values at its core.

C Compassion

A Accountability

R Respect

E Excellence

OUR VALUES

Compassion

Accountability

Respect

Excellence

Understanding, kindness, empathy, respect, active listening, treating people as an individual, validating, meeting people where they're at, forgiveness.

Ownership, responsibility, honesty, teamwork, modelling behaviour, open to feedback, self-awareness.

Understanding & Appreciate, diversity, inclusion, culturally aware and listening. Dignity, unconditional positive regard.

Pride in workmanship, leadership, continuous learning, feedback and listening, self-reflection, currency of knowledge.

OUR BEHAVIOURS

We view all those we support as individuals and approach all interactions with an attitude of understanding, empathy, kindness and collaboration.

We acknowledge the experience of individuals and their choices to meet them where they're at.

We listen actively and deeply, seeking to understand and connect.

We are willing to reflect, accept responsibility, listen and make change.

Teamwork shows what we do is what we say.

Have the courage to speak up and challenge others.

We Promote a trusting and inclusive environment with honesty and open communication.

Exhibit an interest in and appreciate other's perspectives, knowledge, skills and abilities.

Openly communicate in an honest and transparent way.

In our community we are leaders in ethical and professional care.

Self awareness and reflection fosters passion and purpose within our teams.

Continuous improvement of service knowledge and processes.

THE FRAMEWORK

The framework will relate to individuals, the organisation and the primary health and community care system.



GUIDING PRINCIPLES

PRINCIPLE	EXPLANATION
Leadership	<p>CCPC supports the development of leadership at all levels that understand and champion the organisation's role in inclusion, diversity and cultural safety.</p> <p>Meaning leadership opportunities are provided to design, deliver and evaluate inclusive, diverse and culturally safe policies, programs, initiatives and services.</p>
Respect & Trust	<p>Individuals and the organisation establish a relationship of trust and respect with staff/leaders/clients/participants/patients and the community from LGBTQ, culturally and linguistic diverse backgrounds.</p>
Accountability & Transparency	<p>Individuals reflect on their own level of competency in inclusive, diverse and cultural safety and identify areas to learn and grow.</p> <p>The organisation reflects on its current policies, practices and procedures and cultural competency. The organisation demonstrates accountability by implementing key performance indicators.</p>
Ongoing Learning	<p>A continuous process of reflection and quality improvement to identify and reflect on individual and organisational practice, and implement the actions required for ongoing learning and self-reflection at all levels of the organisation.</p>
Culturally Safe Systems	<p>Embed culturally safe practice into recruitment and retention processes as well as existing policies, programs, procedures, procurement and services.</p>

DOMAINS

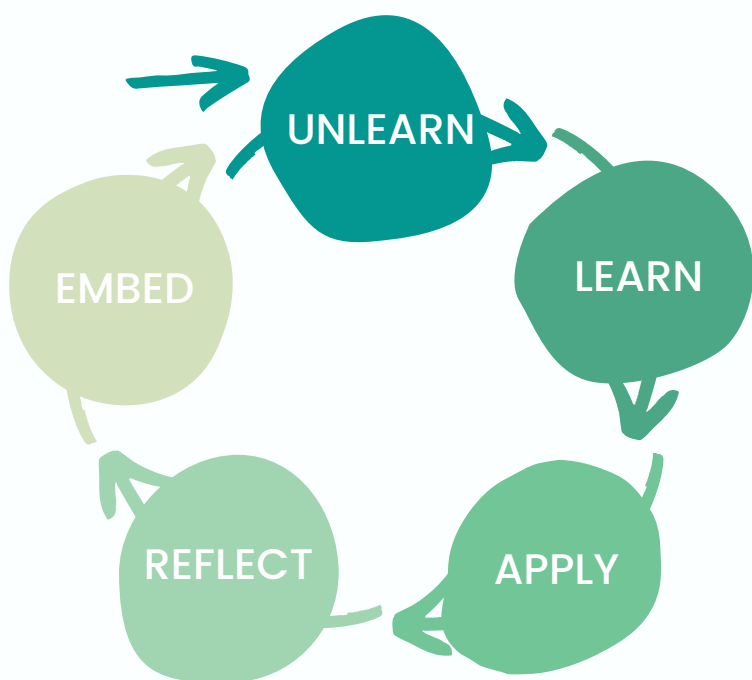
DOMAINS	EXPLANATION
Creating an inclusive, diverse and culturally safe workplace and organisation	<p>This domain focuses on changing workplaces and organisations to be inclusive, diverse and culturally safe by reforming strategies, policies, procedures and accountabilities.</p> <p>It helps individuals and organisations to build on their Diversity and Inclusion framework and cultural safety through professional development, reforming governance, policies, procedures and evaluation measures.</p>
Self-determination	<p>This domain is closely aligned to changing workforce and organisational practice.</p> <p>It focuses on building our ability to hear from clients/participants/patients and the community from diverse backgrounds, linguistic, cultural, LGBTQ, older persons and support their decisions.</p>
Leadership & Accountability	<p>This domain highlights the importance of leaders being accountable for driving quality improvement to affect behavioural and systemic changes so that inclusive, diverse and cultural safety becomes embedded in everyday practice.</p>



CONTINUOUS LEARNING AND IMPROVEMENT

Improving inclusive, diverse and cultural safety is an ongoing learning process. Proficiency will be achieved when individuals and organisations commit to improving their knowledge of inclusivity and cultural safety and changing their attitudes, beliefs and behaviours.

The diverse, inclusive and cultural safety continuum reflective tool intends to support a continuous quality and practice improvement approach. Figure 4 outlines the continual learning journey from 'unlearn' to 'embed'.



Unlearn

Challenge what is established as 'the norm' and question what is accepted so a non-biased and more balanced set of shared values and ways of doing things can be learnt.

Learn

Understand why 'established' or 'usual' practice is not always the best way to learn. Learn other, more balanced ways to learn as part of everyday practice.

Apply

Implement what is learnt to create positive interactions and environments.

Reflect

Continually challenge assumptions, which may require returning to the unlearning and learning stages to gain more knowledge.

Embed

Implement continuous quality improvement to reform systems, procedures, policies, strategies, programs, procurement, workplace culture, accountability and monitoring.

OUTCOMES

Implementation of the Framework will achieve the following outcomes:

- Develop knowledge, attitudes, behaviours and skills of CCPC staff to deliver diverse, inclusive and safe services.
- Provide learning and development pathways to acquire skills across the organisation.
- Embed policies, practices and service delivery that is reflective and aligned to the needs of diverse communities on the Central Coast and Mid North Coast.
- Communicate and engage effectively in a safe, sensitive and respectful manner.
- Build authentic and respectful relationships with a diverse range of people as the foundation to partnering with one another.
- Cultivate a workforce culture that respects, acknowledges and values the diverse skills, knowledge, experiences and perspectives of LGBTQ+, culturally and linguistically people.
- Influence and advocate in the spirit of diversity and inclusion.



COMPETENCE CONTINUUM MODEL

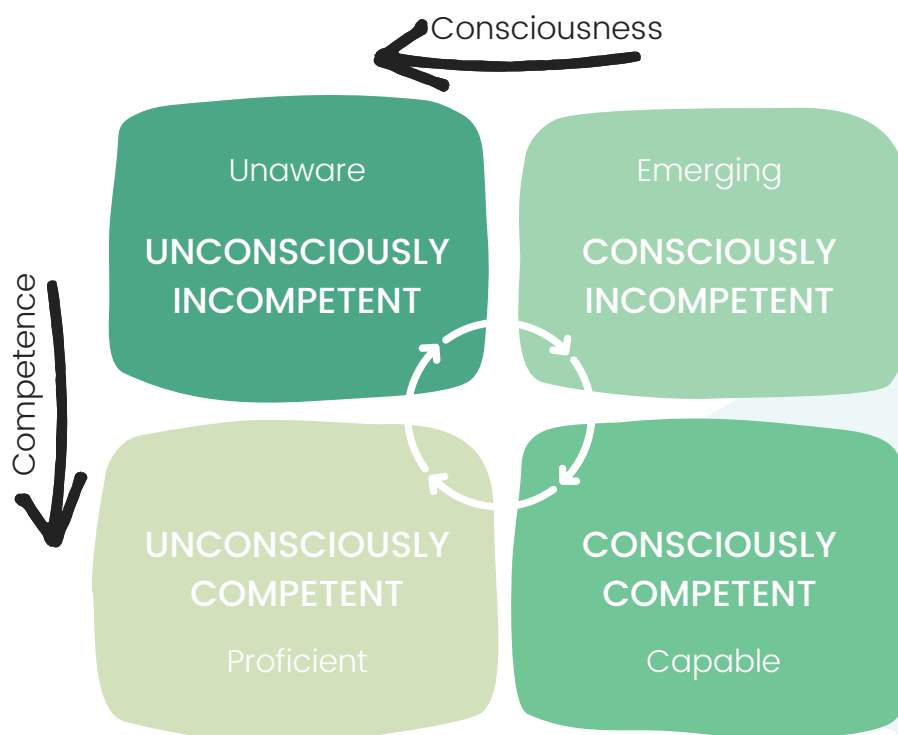
Cultural Safety Continuum Reflective Tool

Adapted from Getha-Taylor et al. 2013. The framework includes a continuous quality improvement approach and uses the 'Johari window' approach to the four stages of learning a new skill (figure 3).

The competence continuum model describes the four stages of competency in cultural safety as:

1. **unaware** – unconsciously incompetent
2. **emerging** – consciously incompetent
3. **capable** – consciously competent
4. **proficient** – unconsciously competent and open to continual learning and improvement.

The continuum acknowledges coming into consciousness along the learning journey (Getha-Taylor et al. 2013; Luft & Ingham 1955; Pateros 2001). These terms relate to the competency level of learning a new skill, rather than the competency of an individual.



REFERENCES

- Cultural and Linguistic Diversity (CALD)
- ACON – Pride in Health and Well being
- Getting Better: Improving the health and well being of Australian LGBT communities.
- Aged Care Quality & Safety



ARTWORK

Garry Purchase, Dharawawal, Bidjigal and Dhungutti artist



There's a few things I wanted this piece to say and acknowledge. That said, I didn't want to over complicate it too much as the message at its heart would be lost.

After spending time and talking with various staff members I found a common goal that ran through everyone that I spoke to, they are people that want to make a difference....a real difference. Not just in clients, but in the community. I built the painting of that simple ideology.

The painting is the NSW central coastline with the ocean to the right.

The greens represent CCPC. I used the shell logo colours to form a ripple effect that starts with a single dot in its middle.

A single drop of water has the power to make a difference that is felt far and wide in a body of water. For me people are the same.

One person has the power to make a difference that's felt far and wide. Around the ripple pattern is traditional symbols for people which represent the people of CCPC. They surround it, saying that these people embrace this and want to make a difference. Outside that there are earth tones emanating outward along with more people symbols that are the community. This is the impact CCPC has in the community.

In the water, there are waves hitting the shore, but there are whales migrating too. This represents the physical whales that pass by every year, but also there are more whales that I've painted in spirit swimming with them and guiding. This acknowledges the traditional cultural and spiritual beliefs of the Aboriginal people of the area.

- Garry Purchase



**WE
ARE**



Coast & Country
PRIMARYCARE

An eCory Health