



Peter Mac
Peter MacCallum Cancer Centre
Victoria Australia

UNITED COLOURS OF US

- RELATIONSHIP CENTERED CARE

CONTEXT

Peter Mac exists to provide the very best in cancer care for Victorians. According to Census data, Victoria is home to one of the most culturally diverse populations in the world and is among the fastest-growing and most diverse states in Australia. [source: <https://www.multicultural.vic.gov.au/population-and-migration/victorias-diversity/2016-census-a-snapshot-of-our-diversity/>]

At Peter Mac, we believe that culture defines who we are. It defines our identity, sense of belonging and how we interact with life and influences our health and wellbeing.

As an essential services provider in a diverse and multicultural society, Peter Mac values and embraces the differences inherent in the population it serves. We recognise culture is not static but rather dynamic and constantly changing and that our consumers and community come from a diverse range of locations and cultural backgrounds, each with a distinct set of circumstances and needs. Individuals can identify as being a part of a group or multiple groups that have experienced stigma, discrimination, exclusion and/or isolation. The groups are not homogenous; however some similarities may exist in the challenges faced when accessing a health system or healthcare. Group dimensions are not limited, they can include culture, religion/faith, sexuality, gender, age, location, language and social group membership and as individuals may identify with more than one group, they too can identify with more than one dimension.

ABOUT THIS PLAN

This action plan seeks to align efforts to Peter Mac's Strategic Directions. In order to achieve the **world's best cancer care**, we are dedicated to accommodating patient preferences and the empowerment of those from diverse and marginalised groups and backgrounds to foster better health understanding and subsequent outcomes. Further, we will **focus on cancer prevention and wellbeing** by investing in our partnerships with patients, carers and advocacy groups for improved, people centred outcomes to reduce health and social inequities and impediments across diverse, marginalised groups in Victorian and Australian communities.

In our quest to provide the world's best cancer care, we understand that embedding a culture of care that identifies and addresses the needs of the person affected by cancer is paramount. We know that each person's cultural identity can play an important role in determining their needs, choices and preferences. Given each person is different, it's essential we address each person as an individual and understand their own personal preferences.

Our **2018-2019 Statement of Priorities** conveys our focus to: promote and build better health across communities and neighbourhoods; help people stay healthy; target health gaps; provide care that speaks to and fits around the unique needs of the people; promote free expression by all in the healthcare setting.

To improve diversity responsiveness, equitable access and safe and inclusive services for people with diverse cultural needs, we are dedicated to developing a health care approach that embeds relationships and applies the insights, values and experiences (cancer knowledge, attitudes and beliefs), as lived by our diverse community groups and sub-groups to inform the conduct and execution of culturally appropriate cancer care and wellbeing programs. Patient perspectives and participation are crucial to ensure interventions meet the needs of and are useful to those for whom they are designed.¹ To encourage valuable perspectives and participation from our diverse communities, we recognise how the nature and quality of relationships are prime influencers and central to the process and outcomes of humanised and improved health care.^{2,3}

Various studies explore the nature of health and wellbeing outcomes for diverse and/or marginalised groups. Reports indicate varying inferior outcomes, as they face one or more of the following experiences, varying in accordance to situational context and/or group status identity:

- Feeling isolated ⁴⁻⁷
- Higher anxiety/depression ⁶⁻⁸
- Feeling invisible ^{7,9}
- Little or inadequate service navigation knowledge/awareness ^{8,10}
- Lower quality of life ⁸
- Language and/or communication barriers ^{4,5,7}

This plan will define and direct our efforts for impactful inclusivity to improve affirmative health and wellbeing for our diverse communities through a relationship centred approach. It will outline our key priorities and actions to enable a service that responds to all forms of diversity. Further, it will align and supplement the actions and key deliverables of Peter Mac's Consumer and Community Engagement Compass. The Consumer and Community Engagement Compass is built on the tenets provided by our community members from across Victoria informed us of their most important needs/investment areas:

1. Information and Communication
 - Provide information that is timely and accessible by everyone is essential to support diagnosis understanding and treatment choices.
2. Navigating Your Cancer Experience
 - Better mapping of individualised cancer pathways to incorporate individual, diverse needs and understanding for resilience and success.
3. Building Capacity
 - Build individual and collective capacity for increased patient confidence in self and hospital for equality and active partnerships in care and decision making.
4. Support Networks
 - Nurturing support groups for family, friends and carers to promote physical, emotional and spiritual wellbeing.

Further, we will refer to the Department of Health and Human Services (DHHS) blueprint for diversity considerations in service, policy and program design to support more inclusive, safe and responsive outcomes for all. DHHS resources for strengthening and supporting our diversity and inclusion plan include:

- www2.health.vic.gov.au/about/populations/designing-for-diversity
- www.vic.gov.au/everybody-matters-inclusion-and-equity-statement

Table 1: Alignment of diversity and inclusion to Strategic Directions and Statement of Priorities

Source	Strategic Direction description	Link to diversity and inclusion
Strategic Direction 1 (SD1)	Provide the world’s best patient care by evolving and expanding our partnerships and networks to increase the access, reach and impact to deliver better healthcare outcomes and a sense of control for all patients.	Partnerships can send an important message that demonstrates or reinforces our positions at Peter Mac on an inclusive culture. For example, members from the Arabic Welfare Society community lead guided tours of our services and building to members of their community. This partnership reduces the fear and stigma associated with cancer for this community.
	Focus our efforts to ensure patients remain at the centre of everything we do	The patient’s culture is paramount when determining the best care for them. For example, increase staff levels of understanding on current cultural safety and competence to ensure a baseline understanding around diverse cultural needs is present and always considered when providing care.
	A care culture where patients needs and preferences are identified and accommodated	A culture of keeping the patient in mind when designing care, for example, recognising and providing a discussion on other medication options (where available) for people who may wish to avoid medications that are derived from animal products based on their religious or cultural beliefs.
	Design and deliver initiatives that provide empowerment	Collaborating with target language groups, co-designing and increasing resources available in languages other than English to ensure CALD patients are empowered with the right information.
	Empower people impacted by cancer with a sense of control, further developing initiatives to improve health literacy for patients, carers and the community	Ensure minority groups with an increased risk of cancer are aware of their risks and how to get checked.
Strategic Direction 3 (SD3)	Focus on cancer prevention and wellbeing by expanding our efforts to deliver holistic interventions for better outcomes and reduce social and health inequities in Victorian and Australian communities.	By understanding the needs of marginalised groups, we will be able to identify areas for improvement that enable better access for groups who traditionally might have a lower level of access to health care, e.g. Aboriginal and Torres Strait Islander.
	Specialised education/training in staff to lead to trusted and reputable education and training to our patients, carers and community	To act in a culturally sensitive and appropriate way, our staff needs high quality training to make them aware of how best to target education and training to diverse individuals/groups.

	Invest in partnerships with patients, carers and advocacy groups to develop a world-class, patient-centred wellbeing environment	Partnerships can demonstrate to groups that we are aware of their specific needs. This could in turn increase access for these groups of people.
	Build stronger partnerships and shared care models with diverse health sector providers to strengthen prevention and wellbeing opportunities	Strong relationships underpin trust and respect. A current example includes the relationship between Peter Mac and the Chinese Cancer and Chronic Illness Society, together working to promote prevention and wellbeing programs such as the Chinese Speaking Peer Support Group.
	Advocate and promote cancer control measures to improve outcomes and wellbeing	Attend important cultural festivals and events for opportunities to advocate and promote cancer control e.g.: stalls, pop-ups shops.
	Reduce health and social inequities in Victorian and Australian Communities	By increasing staff education/training in cultural diversity and inclusion, we hope to increase awareness and reduce social inequities
	Reduce barriers to receiving optimal cancer care for people from marginalised groups e.g.: CALD, Rural, LGBTIQ+	Promote and increase programs such as Telehealth for rural people; more translators for CALD; visually welcoming cues for LGBTIQ+ people.
2018-2019 Statement of Priorities (SOP)	Goal 1: Better Health (BH) - build healthy neighbourhoods, help people to stay healthy, target health gaps and reduce state-wide risks.	Implement Cancer School education programs for improved understanding, prevention and screening of cancer.
	Goal 2: Better Access (BA) - ensure equal, fair and easier access to care.	Peter Mac's Wellbeing Centre operates on an equal, fair and easy access model. The Centre and its programs are open to all people when at Peter Mac. It is a safe and welcoming refuge from the stressors of everyday life.
	Goal 3: Better Care (BC) - actively partner with patients to design and deliver care that fits their needs.	Actively engage all patients at all points of cancer journey to better understand their individual needs and design care with them not for them.
	Specific Priorities (SP) - draft 'Disability Action' plan; LGBTIQ+ communities engagement & strategies development for strengthened data capture, better understanding of their unique needs, promotion of free expression in healthcare setting and policies and procedures to avoid discrimination against sexual and/or gender orientation.	Utilising a user-experience co-design methodology, provide members for marginalised groups opportunities and support to steer, design and implement relevant policies and procedures affecting their communities.

CRITICAL CONCEPTS

This action plan, established to engage and foster invested and meaningful relationships, is informed, recognises and is guided by significant critical concepts to underpin the fostering and nurturing of collaborative and responsive connections to improve people's experience of services and enhance health and wellbeing outcomes. Critical concepts include but are not limited to:

Diversity

The Diversity Council of Australia defines diversity as all the differences between people in how they identify. Aspects of identification can include:

- Social Identity: age, caring responsibilities, cultural background, disability, gender, Indigenous background, sexual orientation and socio-economic background.
- Personal Identity: profession, education, work experiences and work role.

All of these aspects of our identity inform our individual perspective of the world. ¹¹

Inclusion

An inclusive culture is founded when a diversity of people feel valued and respected and able to fully contribute and participate with equal access to opportunities. It empowers people to contribute their skills and perspectives for the benefit of outcomes. ¹¹

Cultural Competence

Cultural competence is the ability to understand, communicate with and effectively interact with people across cultures. It has been defined as:

...a set of congruent behaviours, attitudes and policies that come together in a system, agency or among professionals and enable that system, agency or those professions to work effectively in cross-cultural situations. ^{12,13}

Operationally defined, cultural competence is:

...the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of services, thereby producing better outcomes. ¹³

Cultural Safety

Cultural safety is an environment which is safe for people; where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience, of learning together with dignity, and truly listening. ¹⁴

Intersectionality

Intersectionality promotes an understanding of how human beings are shaped by the interaction of different factors and social dynamics operating together on a multiple systems (meso, macro, micro) engagement level. It explains lives are multi-dimensional and complex and that inequities are “never the result of single, distinct factors. Rather, they are the outcome of intersections of different social locations, power relations and experiences.”¹⁵

Unconscious Bias

Unconscious bias (also referred to as implicit bias) refers to judgements, actions and/or assessments that are based on internalised attitudes and/or beliefs that are formed outside of conscious awareness and unconsciously applied to social groups, situations and people.¹⁶

Minority Stress

Minority stress is most often applied to members of the lesbian, gay and bisexual populations. It describes stressors or circumstances, such as prejudice/discrimination events, that are embedded in the social position of sexual minority individuals as causal effects on physical and mental health and wellbeing.¹⁷

GUIDING PRINCIPLES

Our guiding principles will inform the design and implementation of the Peter Mac Diversity and Inclusion Action Plan. These principles will be underpinned by a collective interaction of the following three concepts: equity, management and celebration. ¹⁸

Human Rights and Social Justice

Supporting the rights and freedoms of all people, everyone has the right to be treated equally; have privacy respected; to enjoy, declare and practice their cultural rights.

To enhance our service and improve outcomes for marginalised groups, we commit to the pursuit of justice and equity. We are prepared to acknowledge and overcome barriers (e.g.: unconscious bias) and intersectionality challenges (e.g.: privilege and oppression) to enhance health and wellbeing outcomes through equity, respect, advocacy and justice for all people regardless of background, identity or experience.

Diversity...an asset to health care practice

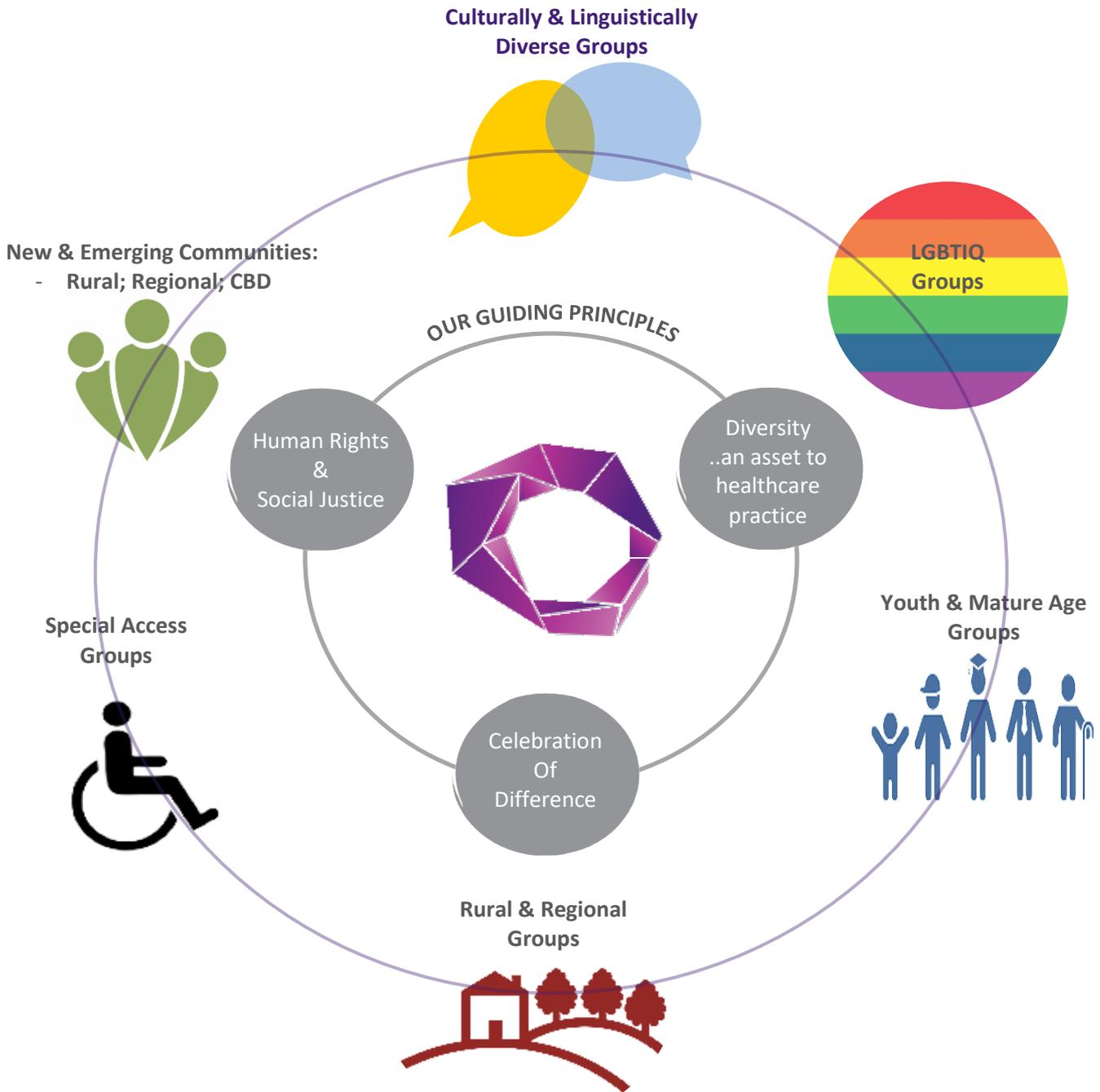
To improve inclusivity in a constantly transforming and complex diverse environment, we aim to improve service delivery through our ability to learn about and incorporate diverse perspectives of those we serve. Business will focus on recognising and developing opportunities through a flexible and continuously agile practice. We will create teams and networks for a diversity of people to feel they belong, are valued and respected, and in doing so, significantly improve our service and remain aware of the constant evolving, diverse transformations of identities. ¹¹

Celebration of Difference

Humanity is made up of differences and each difference will be valued equally. Diversity and inclusion look beyond accepting the degrees and shades of difference and celebrates all the variances in identities. ¹⁸

We will acknowledge and recognise the diverse unique needs of our population served and celebrate differences in unification and equal measure. We acknowledge that differences exist within and beyond individuals and communities and will use differing identities, experiences and intersections, to design, through the United Colours of Us program, improved and optimal health and wellbeing.

OUR DIVERSE RELATIONSHIPS



UNITED COLOURS OF US

Diversity and Inclusion Action Plan 2020 - 2023



Peter Mac
Peter MacCallum Cancer Centre
Victoria Australia

Relationship Built Care – Our united objectives

1	Expand diversification of our consumers to reflect the Peter Mac community as an enabler to improve and partner in the co-design, delivery and education of diverse services, processes and/or governance at Peter Mac.
2	Promote staff awareness & capability to actively understand and engage culturally diverse consumers in the co-design, delivery and assessment of Peter Mac's services.
3	Address organisational facilitators to ensure engagement and participation from diverse communities are embedded across all levels of Peter Mac's policies and procedures.
4	Strengthen Peter Mac's ability to focus on enhanced relationships for better outcomes (including evaluation processes) for our diverse communities.

Relationship Built Care – Our united approach

ACTION	Strategic Direction and/or SoP	RESPONSIBILITY	RELATIONSHIP SUCCESS INDICATOR	EVALUATION TOOL	TIMELINE
1. Expand diversification of our consumers to reflect the Peter Mac community as an enabler to improve and partner in the co-design, delivery and education of diverse services, processes and/or governance at Peter Mac.					
a) Drive and establish a SUB-REGISTER of culturally diverse consumers (CDC) with representatives from: <ul style="list-style-type: none"> - LGBTIQ; - CALD; - young people; - people from new & emerging communities; - people living with special needs; - people from rural/regional communities. 	<ul style="list-style-type: none"> - SD1 - SOP BC - SOP SP 	<ul style="list-style-type: none"> - HL & Diversity Manager - Consumer Engagement Manager - Wellbeing Team - Quality - Nursing Div - Volunteers Dept 	<ul style="list-style-type: none"> ■ Sub-Register established via Excel of consumer volunteers who identify as diverse for inclusion to co-design programs/works. ■ Visible increase through sub-register of diversity representatives from across, between and amongst all diverse groups. 	- monitoring spreadsheet	On-going as part of Consumer Register recruitment
b) Utilising sub-register, establish United Colours of Us Working Group (UCWG) that represents a diverse membership from: <ul style="list-style-type: none"> - LGBTIQ ; - CALD; - young people; - people from new & emerging communities; - people living with special needs; - people from rural communities. 	<ul style="list-style-type: none"> - SD1 - SOP BC 	<ul style="list-style-type: none"> - HL & Diversity Manager - Consumer Engagement Manager 	<ul style="list-style-type: none"> ■ UCWG established with equal representation from all target groups identified. 	- UCWG monitoring spreadsheet	First quarter 2020

ACTION	Strategic Direction and/or SoP	RESPONSIBILITY	RELATIONSHIP SUCCESS INDICATOR	EVALUATION TOOL	TIMELINE
1. Expand diversification of our consumers to reflect the Peter Mac community as an enabler to improve and partner in the co-design, delivery and education of diverse services, processes and/or governance at Peter Mac.					
c) Formalise UCWG establishment and partner to co-design; - Terms of Reference; - UCWG Governance lines; - UCWG annual meeting schedule; - UCWG member satisfaction evaluation tool.	- SD3 - SOP BC	- HL & Diversity Manager	■ Governance lines and relevant UCWG formalisation documents endorsed by organisation.	- UCWG monitoring spreadsheet - Minutes to/from Board and/or Exec	First quarter 2020
d) As part of the UCWG function, establish a rotating roster/schedule for UCWG members to represent the UCWG function at mid to high level governance committees: - expand upon and improve in-house relationships; - provide cultural awareness and relationship input; - receive up-to-date information relevant to service and governance works at Peter Mac.	- SD3 - SOP BC - SOP BA	- HL & Diversity Manager - Exec Quality and Safety. - CAC	■ Various Committees to include UCWG representation on Executive Committees; CAC;		First quarter 2020 On-going

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1. Expand diversification of our consumers to reflect the Peter Mac community as an enabler to improve and partner in the co-design, delivery and education of diverse services, processes and/or governance at Peter Mac.					
e) Post formalisation of UCWG, co-design and implement diversity and inclusion action (sub)plans for priority projects to be driven by UCWG and relevant UCWG sub-working groups: <ul style="list-style-type: none"> - Identify priority areas for unified relationship based care improvement promoting inclusivity and establish a position statement; - Identify priority areas actioning mutual improvements relevant to and intersecting across the overarching concept of inclusivity; - Identify priority areas actioning improvements confined or unique to distinctive represented groups; 	<ul style="list-style-type: none"> - SD1 - SD3 - SOP BH - SOP BA - SOP BC 	<ul style="list-style-type: none"> - HL & Diversity Manager - Consumer Engagement Manager - Wellbeing Team - Q&S - Nursing Div - Volunteers Dept - People and Culture 	<ul style="list-style-type: none"> ■ UCWG Position statement for Peter Mac ■ Action plan addressing areas/concepts of mutuality across inclusivity ■ Sub-action plans addressing improvements confined/unique to distinctive groups. 	<ul style="list-style-type: none"> - Pre and post auditing tools - Evaluation feedback forms - Increased presence of diverse members 	1st to 2nd quarter 2020

ACTION	Strategic Direction and/or SoP	RESPONSIBILITY	RELATIONSHIP SUCCESS INDICATOR	EVALUATION TOOL	TIMELINE
1. Expand diversification of our consumers to reflect the Peter Mac community as an enabler to improve and partner in the co-design, delivery and education of diverse services, processes and/or governance at Peter Mac.					
f) UCWG to identify and co-design project plans & annual schedule for staff and consumer raising awareness campaign(s) and/or diversity training required across: - Mutual concepts such as Harmony Day; - Distinctive to group only concepts such as IDAHOBIT;	- SD1 - SD3 - SOP BH - SOP BA - SOP BC	- HL & Diversity Manager - Consumer Engagement Manager - Wellbeing Team - Q&S - Nursing Div - Volunteers Dept - HR	<ul style="list-style-type: none"> ■ Raising Awareness and/or Training action plan ■ Project plans detailing purpose, roll out, evaluation ■ Resource and/or training material developments 	- Evaluation feedback forms	
g) Review current volunteer and consumer register to establish baseline numbers on our diverse populations and expand this diversity membership for truer reflection of the Peter Mac community to enable establishment of a United Colours of Us volunteer support group to provide support for equal, easy and fair navigational access to hospital systems and services. Support programs: - Welcome Foyer Navigation; - Cancer Information Scouts; - Wellbeing Centre engagement	- SD3 - SOP BC - SOP BA	- HL & Diversity Manager - Volunteer Services Dept. - Wellbeing Team	<ul style="list-style-type: none"> ■ Increase in membership of diverse volunteers representing people from: <ul style="list-style-type: none"> - LGBTIQ ; - CALD; - young people; - people from new & emerging communities ; - people living with special needs - people from rural communities. 	- Consumer Register - Volunteer Register	

ACTION	Strategic Direction and/or SoP	RESPONSIBILITY	RELATIONSHIP SUCCESS INDICATOR	EVALUATION TOOL	TIMELINE
1. Expand diversification of our consumers to reflect the Peter Mac community as an enabler to improve and partner in the co-design, delivery and education of diverse services, processes and/or governance at Peter Mac.					
h) Support and resource participation in networking and/or development events, training and other opportunities that support them in their role. - Centre for Culture, Ethnicity & Health; - Health Issues Centre.	- SD1 - SOP BC	- Community Engagement Manager - HL & Diversity Manager - Wellbeing Team	■ Number of UCWG members attending training, networking and other events.	- Number of enrolments in events - Participant feedback forms	
i) Explore partnership opportunities with relevant diversity organisations and/or hosts to collaborate on versatile social responsibility projects increasing diverse communities uptake/engagement for improved health and wellbeing, examples include but are not limited to: - Talk back radio programs dedicated to diverse groups such as 3ZZZ (Ethnic community radio station or Speak My Language (community radio program for CALD seniors);	- SD3 - SOP BH - SOP BA - SOP BC	- HL & Diversity Manager - Consumer Engagement Manager - Wellbeing Team	<ul style="list-style-type: none"> ■ Stronger relationships and/or partnerships developed with relevant diversity hosts and/or organisations. ■ Raising awareness events delivered in collaboration with relationship stakeholders. ■ Schedule of expert stakeholders and/or staff participating in program presentations: <ul style="list-style-type: none"> - Talkback radio - Social responsibility (education/awareness) - Presentations. 	- monitoring spreadsheet	

<ul style="list-style-type: none"> - Thorne Harbour Health (previously Victorian Aids Council); - AMES Australia for improved corporate social responsibility supporting new and emerging communities; - Asylum Seeker Resource Centre; - CALD communities/organisations; - Trusted disability organisations such as SCOPE, Yooralla, etc; - Rural community groups and organisations such as GARDS in LaTrobe Valley. 					
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ACTION	Strategic Direction and/or SoP	RESPONSIBILITY	RELATIONSHIP SUCCESS INDICATOR	EVALUATION TOOL	TIMELINE
2. Promote staff awareness and capability to actively understand and engage culturally diverse consumers in the co-design, delivery and assessment of Peter Mac's services.					
a) Support each campus to partner with a priority diversity group(s) to co-design one raising awareness/training event, as endorsed by the UCWG: - LGBTIQ; - CALD; - young people; - people from new & emerging communities; - people living with special needs; - people from rural communities.	- SD1 - SOP BH - Sop BA - SOP BC	- HL & Diversity Manager - Consumer Engagement Manager - Bendigo - Box Hill - Moorabbin - Sunshine	■ Number of co-design events completed	- monitoring spreadsheet	
b) Develop staff training and raising awareness events across both mutual and distinct diversity considerations to increase capacity of understanding and support facilitation of culturally safe engagement with people from diverse groups.	- SD3 - SOP BH - SOP BA - SOP BC	- HL & Diversity Manager - Consumer Engagement Manager - Heads of all Campuses - Q & S Unit - Wellbeing Team - People & Culture	■ Number of training / events offered to staff ■ Number of staff participating in training / events.	- Training Records or Evaluation Forms	

ACTION	Strategic Direction and/or SoP	RESPONSIBILITY	RELATIONSHIP SUCCESS INDICATOR	EVALUATION TOOL	TIMELINE
2. Promote staff awareness & capability to actively understand and engage culturally diverse consumers in the co-design, delivery and assessment of Peter Mac's services.					
c) Open communication skill or experience swap sessions for staff and consumer diverse people to gather informally and share experiences and initiate conversation and knowledge on effective ways to respectfully engage with people from diverse communities.	<ul style="list-style-type: none"> - SD3 - SOP BH - SOP BA 	<ul style="list-style-type: none"> - HL & Diversity Manager - Consumer Engagement Manager - Volunteer Services Manager - People & Culture 	<ul style="list-style-type: none"> ■ Number of people in attendance 	<ul style="list-style-type: none"> - Evaluation Forms 	

ACTION	Strategic Direction and/or SoP	RESPONSIBILITY	RELATIONSHIP SUCCESS INDICATOR	EVALUATION TOOL	TIMELINE
3. Address organisational leaders and facilitators to ensure engagement and participation from diverse communities are embedded across all levels of Peter Mac's policies and procedures.					
a) Work with staff across campuses to identify and establish a set of priority inclusivity objectives for UCWG project consideration and incorporation.	<ul style="list-style-type: none"> - SD3 - SOP BH - SOP BC 	<ul style="list-style-type: none"> - HL & Diversity Manager - Q&S Unit 	<ul style="list-style-type: none"> ■ Staff identified areas are incorporated into UCWG (sub)action plans. 	<ul style="list-style-type: none"> - Level of uptake and plan KPIs - Participant evaluation forms 	
b) Review overarching governance documents to ensure inclusivity	<ul style="list-style-type: none"> - SOP SP - SOP BA 	<ul style="list-style-type: none"> - HL & Diversity Manager 	<ul style="list-style-type: none"> ■ Partnered review with UCWG Working Group 	<ul style="list-style-type: none"> - Approval and upload to iPolicy 	
c) To reinforce diversity and inclusivity for greater engagement, review and strengthen workforce mutuality by exploring the extent to which the diversity of our organisation reflects the diversity of the community.	<ul style="list-style-type: none"> - SD1 - SOP BA 	<ul style="list-style-type: none"> - People and Culture 	<ul style="list-style-type: none"> ■ Fair representation (at least 25%) of employees from all our diverse communities (where feasible) ■ Increased visibility of diversity in our workforce eg: United Colours of Us staff diversity video 	<ul style="list-style-type: none"> - People Matters Survey 	

ACTION	Strategic Direction and/or SoP	RESPONSIBILITY	RELATIONSHIP SUCCESS INDICATOR	EVALUATION TOOL	TIMELINE
4. Strengthen Peter Mac’s ability to focus on enhanced relationships for better outcomes (including evaluation processes) for our diverse communities.					
a) Celebrate our unification with diverse community groups by increasing our presence in support and alliance at major Melbourne diversity events: <ul style="list-style-type: none"> - Midsumma Festival - Pride March (Jan/Feb); - Victoria’s Multicultural Festival (Mar); - Victorian Seniors Festival (Oct); - Celebrating Rural Life events/festivals. 	<ul style="list-style-type: none"> - SD1 - SD3 - SOP BH 	<ul style="list-style-type: none"> - HL & Diversity Manager - Consumer Engagement Manager - Wellbeing Team 	<ul style="list-style-type: none"> ■ Number of diversity events attended by a Peter Mac UCWG group ■ An annual calendar of targeted events 	<ul style="list-style-type: none"> - Number in attendance per group at targeted Melbourne events 	
b) Establish an outreach education program for prevention and wellbeing across distinct groups by identifying preferred lifestyle choice meet-up venues: <ul style="list-style-type: none"> - LGBTI (Drummond Street, Mission, Thorne Health, clubs/pubs); - CALD Clubs (Italian, Chinese, Bocce, Greek cooking classes, Shisha lounges) - Rural / Regional (libraries, community centres, town halls) 	<ul style="list-style-type: none"> - SD1 - SD3 - SOP BH - SOP BA 	<ul style="list-style-type: none"> - HL & Diversity Manager - Wellbeing Team - Consumer Engagement Manager 	<ul style="list-style-type: none"> ■ Diverse group partnering and participation 	<ul style="list-style-type: none"> - Group buy-in and participants 	

ACTION	Strategic Direction and/or SoP	RESPONSIBILITY	RELATIONSHIP SUCCESS INDICATOR	EVALUATION TOOL	TIMELINE
4. Strengthen Peter Mac’s ability to focus on enhanced relationships for better outcomes (including evaluation processes) for our diverse communities.					
c) Through relationships, explore feasibility and/or impact of Pop Up Stalls and/or Cancer Collateral Marketing (posters) at targeted distinct diverse group (as required) lifestyle events / meet up opportunities: <ul style="list-style-type: none"> - Lygon Street Fiesta; - Lonsdale Street Greek Festival; - Distinct group points of interest/gathering - World Vegan Day - Asian Festival – Queen Vic Market - Fringe Festival - St Kilda Market 	<ul style="list-style-type: none"> - SD1 - SD3 - SOP BH - SOP BA 	<ul style="list-style-type: none"> - HL & Diversity Manager - Consumer Engagement Manager - Wellbeing Team 	<ul style="list-style-type: none"> ■ Number of lifestyle events / met up opportunities attended ■ An annual calendar of targeted lifestyle events / meet up opportunities 	<ul style="list-style-type: none"> - Number of marketing or collateral items taken 	
d) A series of distinct diverse group engagement events for Cancer Prevention and Wellbeing to be established and delivered onsite at Peter Mac’s Wellbeing Centre and at external sites as identified important to distinct diverse groups: <ul style="list-style-type: none"> - Lygon Street Fiesta; - Lonsdale Street Greek Festival; 	<ul style="list-style-type: none"> - SD1 - SD3 - SOP BH - SOP BA - SOP BC 	<ul style="list-style-type: none"> - HL & Diversity Manager - Consumer Engagement Manager - Wellbeing Team 	<ul style="list-style-type: none"> ■ High level of attendance from distinct group members 	<ul style="list-style-type: none"> - Level/number of participant interactions 	

ACTION	Strategic Direction and/or SoP	RESPONSIBILITY	RELATIONSHIP SUCCESS INDICATOR	EVALUATION TOOL	TIMELINE
4. Strengthen Peter Mac’s ability to focus on enhanced relationships for better outcomes (including evaluation processes) for our diverse communities.					
e) Implement a Cancer Information Scouts program to consist of volunteers from diverse backgrounds to assist patient/carers and consumers in sourcing their required, cultural information needs.	<ul style="list-style-type: none"> - SD1 - SD3 - SOP BC - SOP BA 	<ul style="list-style-type: none"> - HL & Diversity Manager - Cancer Information Coordinator - Volunteer Services Dept. 	<ul style="list-style-type: none"> ■ Number of interactions between patients/ consumers/ carers and Cancer Information Scouts (eg: daily in Spec Clinics) 	<ul style="list-style-type: none"> - Pre & post pilot audit of patients/ consumer/ carers in target areas for improved outcomes. 	
f) Explore feasibility of utilising and pilot, if feasible, the “Meet Up” phone app to roll out off-site support and/or education to distinct diverse groups at their preferred venues for increasing cancer knowledge and awareness in plain and easy language, for example: <ul style="list-style-type: none"> - Informing population of the “Meet Up” app to register interest at GARDS in LaTrobe Valley to learn about lung cancer in the basic form, target grade/comprehension level Grade 6. 	<ul style="list-style-type: none"> - SD3 - SOP BH - SOP BA - SOP BC 	<ul style="list-style-type: none"> - HL & Diversity Manager - Wellbeing Team 	<ul style="list-style-type: none"> ■ Popularity and update of individuals participating in off-site sessions. 	<ul style="list-style-type: none"> - Evaluation of numbers and feedback. 	

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