

## Agency Multicultural Plan for 2013–15

*Multicultural Access and Equity Policy: Respecting diversity. Improving responsiveness.*

### Independent Hospital Pricing Authority

This Agency Multicultural Plan (AMP) is for the Independent Hospital Pricing Authority (IHPA). Given its legislative functions under the *National Health Reform Act 2011* it is not appropriate for IHPA to be covered under the Departmental AMP.

#### Our vision for Multicultural Access and Equity Policy

IHPA's vision is for all Australians to have access to a sustainable, efficient, locally-controlled health system that predominantly funds public hospital services using activity based funding (ABF), based on a national efficient price (NEP).

#### Our department or agency

IHPA is a key element of the National Health Reform Agreement (NHRA), and is charged with determining the NEP for public hospital services, thus facilitating the national introduction of Activity Based Funding (ABF). This will ensure public hospitals receive funding based on unit prices and will encourage developments in best practice care across the healthcare system. From 1 July 2012, the Australian Government used the NEP to determine Australian Government funding to Local Hospital Networks (LHNs).

In the formulation of key policies which impact the determination of the NEP, IHPA respects diversity, promotes fairness and transparency in decision making. The major policy discussion paper each year, the *Consultation Paper on Pricing of Australian Public Hospitals*, will seek advice through public submissions on multicultural access and equity, including any matters which IHPA should consider in determining the NEP for public hospital services.

#### Our AMP

The Senior Executive Officer responsible for the AMP internally is the Chief Executive Officer. Staff and the governing body (Pricing Authority) will be engaged in the development of the AMP.

IHPA's advisory committees will be engaged to support the organisation in developing effective policy development, engagement and communication strategies with culturally and linguistically diverse communities.

#### Focus areas

The key area of focus in this AMP cycle is 'engagement' and 'responsiveness'. The delivery of IHPA's work program requires effective policy development, engagement and communication strategies with all stakeholders, including culturally and linguistically diverse communities to achieve IHPA's legislative requirements.

## 1. Leadership

Leadership in multicultural access and equity is important to IHPA as the organisation as set up under the National Health Reform Agreement aims to contribute to improving health outcomes for all Australians and the sustainability of the Australian Health system. It is important the IHPA leads the way by ensuring that multicultural Australians are consulted with and represented as part of these reforms.

### Minimum obligations

**1.1 Executive accountability:** Department or agency to assign a Senior Executive Officer to be responsible for implementation of multicultural access and equity obligations.

**1.2 Department or agency commitment:** Department or agency leadership to ensure that staff understand and are committed to multicultural access and equity implementation.

|     | <i>Action</i>   | <i>Responsibility</i>   | <i>Timeline</i> | <i>Target</i>   |
|-----|---|-------------------------|-----------------|---|
| 1.1 | <p><b>Executive accountability</b></p> <p>Appoint a Multicultural Champion (Senior Executive Officer) to be responsible for implementation of the Multicultural Access and Equity Policy (the Policy) obligations.</p> <p>Appoint Multicultural Access and Equity Leaders across the organisation to support the Multicultural Champion in achieving the AMP.</p> | Chief Executive Officer | July 2013       | Multicultural Champion and Multicultural Access and Equity Leaders appointed  |
| 1.2 | <p><b>Agency commitment</b></p> <p>Staff will be made aware of IHPA's obligations under the AMP. IHPA will assess whether the AMP should be included in the Induction / Orientation processes and the annual mandatory refresher training program for all staff.</p>  | Multicultural Champion  | December 2013   | Staff are aware of the Multicultural Access and Equity Policy and AMP Pricing Authority Members are briefed on IHPA's AMP and focus for future policy development |

|     | <i>Action</i>  | <i>Responsibility</i>                   | <i>Timeline</i> | <i>Target</i>   |
|-----|--|---|-----------------|---|
| 1.3 | <p>The Multicultural Access and Equity Leaders to meet and discuss development of plan to support staff in meeting the policy obligations and targets in the AMP. These will include:</p> <ul style="list-style-type: none"> <li>▪ Executive Director, Activity Based Funding (ABF)</li> <li>▪ Policy Development Director</li> <li>▪ Chief Operating Officer / Chief Financial Officer</li> <li>▪ Communications Manager</li> <li>▪ Executive Officer</li> <li>▪ Human Resources Manager</li> </ul> | Multicultural Access and Equity Leaders | June 2014       | Staff understand the Policy obligations and targets in the AMP  |
| 1.4 | <p>The governing body (Pricing Authority) and statutory committees, Clinical Advisory Committee (CAC) and Jurisdictional Advisory Committee (JAC), will be briefed on the IHPA's AMP and process to ensure inclusion in future policy development.</p> <p>The Pricing Authority will periodically assess whether multicultural considerations should be responded to by a general adjustment to NWAU's or the National Efficient Price.</p>  | Multicultural Champion                  | December 2013   | Pricing Authority, CAC and JAC understand the IHPA's AMP and process to ensure inclusion in future policy development |

## 2. Engagement

It is vital that IHPA consults with and enables multicultural groups to contribute to IHPA's work to ensure that all Australians are represented and understood as part of the National Health Reform Agreement. IHPA will ensure that public consultation processes invite multicultural groups to make representation on health matters that are important to their communities.

### Minimum obligations

**2.1 Stakeholder engagement: Department or agency** to have an engagement strategy to understand culturally and linguistically diverse communities' interactions with department or agency.

**2.2 Language and communication: Department or agency** to have a language and communication plan for culturally and linguistically diverse communities, including on the use of languages other than English and incorporating the use of interpreters and translators.

|     | <i>Action</i>   | <i>Responsibility</i>   | <i>Timeline</i>     | <i>Target</i>  |
|-----|---|---|---------------------|--|
| 2.1 | <p><b>Stakeholder engagement</b></p> <p>IHPA's stakeholder engagement plan will be reviewed to ensure that it takes into the consideration the following actions:</p> <ol style="list-style-type: none"> <li>1. Review of committees to determine level of representation by culturally and linguistically diverse communities.</li> <li>2. Build the issue of diverse communities into IHPA's policy development process through the consultation process and other interaction with stakeholders</li> <li>3. Engage with culturally and linguistically diverse communities to understand their contribution to policy development and incorporate the views of diverse communities into IHPA's policy position.</li> <li>4. Review communication channels to ensure the culturally and linguistically diverse communities are not excluded from participation.</li> </ol> | <p>Communication Manager/Executive Officer/Policy Development Officer</p> | <p>January 2014</p> | <p>Engage with culturally and linguistically diverse communities and address any gaps in the consultation process.</p> <p>Engage with culturally and linguistically diverse communities to fully understand their position and contribution to IHPA's policy development process</p> |

|     | <i>Action</i>   | <i>Responsibility</i>                              | <i>Timeline</i> | <i>Target</i>  |
|-----|---|--|-----------------|--|
| 2.2 | <p><b>Language and communication</b></p> <p>Ensure that staff are supported to communicate with culturally and linguistically diverse clients.</p>  | Corporate Services Manager/Human Resources manager | January 2014    | Policies will be developed based on the Multicultural Language Services Guidelines to be provided by the Department of Immigration and Citizenship |
| 2.3 | <p><b>Public consultation</b></p> <p>As outlined in section 5 'responsiveness', the <i>Consultation Paper on Pricing of Australian Public Hospitals 2014-15</i> (to be released in later 2013) will invite public submissions on multicultural access and equity, to inform of any matters which IHPA should consider in determining the national efficient price (NEP) and national efficient cost (NEC) for public hospital services.</p> | Policy Development Director                        | July 2013       | Public submissions on targeted discussion questions in the <i>Consultation Paper on Pricing of Australian Public Hospitals 2014-15</i>             |

### 3. Performance

IHPA is keen to ensure that culturally diverse groups within the community are able to provide feedback on IHPA's work program, policy and decision making and that IHPA can demonstrate a high degree of responsiveness in addressing that feedback.

#### Minimum obligations

**3.1 Performance indicators and reporting:** Department or agency to develop a set of KPIs relating to engagement with, or outcomes of services to, culturally and linguistically diverse clients.

**3.2 Feedback:** Department or agency to have arrangements in place to ensure affected culturally and linguistically diverse communities are able to provide feedback on department or agency multicultural access and equity performance.

|     | <i>Action</i>  | <i>Responsibility</i>       | <i>Timeline</i> | <i>Target</i>   |
|-----|--|-----------------------------|-----------------|---|
| 3.1 | <p><b>Performance indicators and reporting</b></p> <p>IHPA will develop a set of KPIs to measure success of targets identified in this AMP so that success can be measured</p>     | Corporate Services Manager  | June 2014       | Control and compliancy process to be incorporated into the CEOs monthly report.     |
| 3.2 | <p><b>Feedback</b></p> <p>IHPA will review its existing feedback mechanisms and build any new processes if required.</p>   | Communications Manager      | January 2014    |   |
| 3.3 | <p><b>Feedback KPIs</b></p> <p>IHPA will actively seek feedback from the community on its consultation process.</p>  | Communications Manager      | December 2013   | <p>'Feedback' section on website</p> <p>Comments on IHPA's consultation process</p> |
|     | <p>Ensure IHPA reviews all feedback received, including that from culturally and diverse communities, in a timely and responsive manner.</p>                                       | Policy Development Director | June 2014       | Effective public submission and feedback mechanisms                                 |
|     | <p>Invite feedback from culturally and diverse communities representatives on IHPA advisory committees to assess the efficacy of a fully inclusive policy development process.</p> | Executive Officer           | June 2014       | Effective consultative committee processes  |

|  | <i>Action</i>  | <i>Responsibility</i> | <i>Timeline</i> | <i>Target</i>                     |
|--|--|-----------------------|-----------------|-----------------------------------|
|  | Ensure that IHPA's complaint process is accessible and responsive. | Executive Officer     | June 2014       | Effective its complaint processes |

## 4. Capability

As a newly established agency, IHPA considers the cultural competency skills of its staff, contractors and service delivery partners to be essential in the successful delivery of its commitments to all Australians under the National Health Reform Agreement.

### Minimum obligations

**4.1 Cultural competency: Department or agency** to have training and development measures to equip staff with cultural competency skills.

**4.2 Research and data: Department or agency** to collect ethnicity data on the culturally and linguistically diverse groups with which the department or agency engages and to which it delivers services directly or indirectly.

|     | <i>Action</i>   | <i>Responsibility</i>                     | <i>Timeline</i> | <i>Target</i>   |
|-----|---|---|-----------------|---|
| 4.1 | <p><b>Cultural competency</b></p> <p>Develop and implement learning and development program to address the cultural competencies identified.</p>  | Human Resources Manager                   | June 2014       | Cultural competencies required by staff are identified and a learning and development program for staff developed |
| 4.2 | <p><b>Research and data</b></p> <p>IHPA will record attendance of all stakeholder groups at committee level – this will include culturally and diverse communities’ representatives.</p>  | Executive Officer                         | June 2014       | Any gaps in consultation processes are addressed  |
|     | <p>IHPA will record and respond to any feedback obtained related to the AMP.</p> <p>IHPA will record all enquiries, as per standard record management policies, made in relation to culturally and diverse communities’ issues. This may occur through its standard mail boxes, correspondence, social media and email.</p> | Executive Officer / Communication Manager | January 2014    | <p>Feedback on the AMP from the public is invited</p> <p>Timely response to feedback provided</p>                 |

## 5. Responsiveness

Providing effective mechanisms to respond to all stakeholders including culturally and linguistically diverse client is a key focus for IHPA. The delivery of IHPA’s work program requires effective policy development, engagement and

communication strategies with all stakeholders, including culturally and linguistically diverse communities, to achieve IHPA's legislative requirements.

Minimum obligations

**5.1 Standards:** Any whole-of-government standards and guidelines developed by the department or agency must address multicultural access and equity considerations.

**5.2 Policy, program and service delivery:** Provision to ensure that policies, programs, community interactions and service delivery (whether in-house or outsourced) are effective for culturally and linguistically diverse communities.

**5.3 Outsourced services:** Where relevant, provision for incorporation of multicultural access and equity requirements into contracts, grant agreements and related guidance material of which the department or agency has carriage.

|     | <i>Action</i>  | <i>Responsibility</i>   | <i>Timeline</i> | <i>Target</i>  |
|-----|--|-------------------------|-----------------|--|
| 5.1 | <b>Standards</b>   |                         |                 |  |
|     | IHPA will adopt whole of government standards on cultural diversity.   | Multicultural champion  | December 2014   | Compliance with whole of government standards  |
| 5.2 | <b>Policy development</b>  |                         |                 |  |
|     | The Consultation Paper on <i>Pricing Framework for Australian Public Hospitals 2014-15</i> (to be released in later 2013) will invite public submissions on multicultural access and equity, to inform of any matters which IHPA should consider in determining the national efficient price (NEP) and national efficient cost (NEC) for public hospital services.<br><br>IHPA's advisory committees will be engaged in assessing the impact of culturally linguistically diverse communities and inclusion in future policy development. These committees include but are not limited to the Jurisdictional Advisory Committee, Clinical Advisory Committee and Stakeholder Advisory Committee. | Executive Director, ABF | November 2013   | Seek public submissions on targeted discussion questions in the Consultation Paper on <i>Pricing Framework for Australian Public Hospitals 2014-15</i><br><br>Engagement of IHPA's advisory committees to assess the impact of multicultural access, equity and inclusion in future policy development |
| 5.3 | <b>Outsourced services</b>   |                         |                 |  |
|     | Make sure tender requirements and  | COO                     | December 2014   | Compliance with DoFD   |

|     | <i>Action</i>   | <i>Responsibility</i> | <i>Timeline</i> | <i>Target</i>   |
|-----|---|-----------------------|-----------------|---|
|     | <p>contracts are inclusive so groups are not excluded. For general contracting arrangements, IHPA will follow the lead set by the Department of Finance and Deregulation.</p> <p>Contracts designed to consult with community stakeholders will be structured to ensure that multicultural needs are communicated and dealt with in an equitable way.</p> |                       |                 | <p>guidelines</p> <p>Effective engagement of culturally and linguistically diverse communities</p>      |
| 5.4 | <b>Annual review</b>  |                       |                 |   |
|     | IHPA will hold discussions annually with similar agencies to understand multicultural and access activities to ensure that IHPA maintains good practice business processes to engage culturally and linguistically diverse communities in policy development.   | COO                   | June 2014       | Implementation of good practice arrangements to incorporate multicultural needs into policy development |

## 6. Openness

IHPA has a strategic goal to provide transparency through the implementation of activity based funding. IHPA regards openness as a key element to transparency; this is reflected through its consultation with stakeholders on core policy decisions. IHPA is committed to ensuring that there is no barrier to transparency or openness in regards to communicating and listening to culturally and linguistically diverse groups.

### Minimum obligations

**6.1 Publishing: Department or agency** to publish AMPs on department or agency websites and performance reports against KPIs for culturally and linguistically diverse clients in department or agency annual reports.

**6.2 Data: Department or agency** to make culturally and linguistically diverse data available to other departments or agencies and the public.

|     | <i>Action</i>   | <i>Responsibility</i>                         | <i>Timeline</i>                 | <i>Target</i>  |
|-----|---|---|---------------------------------|--|
| 6.1 | <b>Publishing</b>   |   |                                 |  |
|     | IHPA will publish the endorsed AMP on its website in the "About us" section.<br><br>KPIs to be reported on annually in IHPA's annual report.                | Communications Manager                        | July 2013<br><br>September 2013 | Open communication   |
| 6.2 | <b>Data</b>   |   |                                 |  |
|     | IHPA will continue to make data available as part of its core documentation relating to the Pricing Framework, the NEP Determination and NEC Determination. | Policy Development Director                   | Ongoing                         | Transparent information about policy decisions regarding culturally and linguistically diverse communities outlined in the Pricing Framework |
|     | IHPA will make any relevant data available about its AMP in its annual report, monthly CEO report and as standard procedure via any official FOI requests.  | Human Resources Manager/Communication Manager | December 2013                   | Data relating to the multicultural workforce is accessible via standard IHPA reports (e.g. annual report and website)                        |