

Intercultural Action Plan 2025-2028

Acknowledgement of Country

Grampians Health respects the Traditional Custodians of the lands we work on: Wadawurrung, Djab wurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, and Jupagulk peoples. We honour Elders past and present and all Aboriginal and Torres Strait Islander peoples. Sovereignty was never ceded—this is, and always will be, Aboriginal land.

Family violence

We recognise the harm caused by family violence and honour the strength of survivors, including children. We remember those lost and support a future free from violence.

Inclusive health service

Grampians Health supports people of all cultures, backgrounds, sexualities, and abilities. We are committed to inclusive care and a safe, welcoming environment for everyone.



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About Grampians Health

Grampians Health started on November 1, 2021. It brings together four hospitals:

- Ballarat Health Services
- Edenhope and District Memorial Hospital
- Stawell Regional Health
- Wimmera Health Care Group

We provide safe, easy, and connected care to people in our region. Our goal is to help everyone feel supported and get good health results.

We care about:

- Patients – We make sure people feel welcome and well cared for.
- Staff, Students, and Partners – We build a respectful workplace to support better care.
- Community – We work together to create a healthy future for all.

We will keep working to give fair and equal care across the Grampians region



Our Mission, Vision and Values

Grampians Health's mission is to give safe, simple, and connected care to our community.

Our vision is to lead healthcare in the country and regional areas with trust and innovation.

We put people first—making sure everyone feels respected and cared for.

We follow five key values:

Accountability



We do what we say and
say what we do.

Collaboration



We are stronger together.

Compassion



We show that we care.

Innovation



We adapt and innovate to
achieve best outcomes.

Respect



We appreciate and value
all people.

Our People

Our team who lead our Intercultural Working Group and celebrate our events.



Why do we have an Intercultural Action Plan?

Grampians Health's first Intercultural Action Plan shows how we support people from different cultures.

It focuses on three key areas and helps us work better together.

The plan is important for building a fair and welcoming place for everyone. We want to give better care and equal treatment to all.

We listened to staff and community members to make sure the plan meets their needs.

By working together, we can make sure everyone feels respected and included.



*Associate Emergency Nurse Unit
Manager Lokan Aikkaraparambil-
Ravindra*

Cultural diversity statistics in Grampians Health region

As of 1 April 2025, 25% of Grampians Health staff (1,792 people) were born overseas, coming from 100 different countries. The biggest groups are from:

- India – 8.8% (639 people)
- Philippines – 3.3% (242 people)

Country of Birth	Number. of Staff	Country of Birth	Number of Staff
Australia	5485	Canada, Republic of Korea	13
India	639	Unites State of America	12
Philippines	242	Bangladesh, United Kingdom	11
Nepal	128	Germany, Iraq	10
England	88	Sudan	9
Sri Lanka	75	Colombia, Scotland	8
New Zealand	51	Iran, Kenya, Papua New Guinea, Poland, Taiwan, Uganda	7
China	47		
Malaysia	42	Burman, Fiji, Mauritius	6
Zimbabwe	37	Egypt, Netherlands	5
Viet Nam	28	Togo	4
Pakistan	23	Austria, Brazil, Cambodia, Chile, Croatia, Denmark, Kuwait, Saudi Arabia, Sweden, United Arab Emirates	3
Nigeria	21		
Hong Kong	20	Argentina, Belarus, Botswana, Czech Republic, El Salvador, Israel, Italy, Japan, Libya, Russia, Serbia & Montenegro, Switzerland, Wales, Zambia	2
Singapore	19		
Ireland	17	Albania, Azerbaijan, Bahrain, Belgium, Bhutan, Brunei, France, Greece, Guatemala, Haiti, Hungary, Iceland, Jordan, Lebanon, Liberia, Mexico, Mongolia, Northern Ireland, Norway, Oman, Peru, Portugal, Qatar, Romania, Rwanda, Samoa, Slovenia, Solomon Islands, Spain, Tanzania, Turkmenistan, Ukraine	1
Indonesia	16		
South Africa, Thailand	15		

**Total of 7277 staff as of 1 April 2025*

Key Priorities

Priority Area 1: Safe and Inclusive Workplace



- Attract staff from all cultures.
- Make all staff feel safe and welcome.

Priority Area 2: Community and Access



- Connect with community and patients.
- Include community voices in decisions.

Priority Area 3: Cultural Change



- Make diversity part of everyday work.
- Train staff to work well with all cultures.

Planning and Monitoring

Grampians Health will keep building a trusted service and strong, supported staff.

Everyone will help track progress. The Equity, Diversity and Inclusion Committee will review key actions and overall improvements.



Pictured staff from Stawell and Horsham.



Safe and Inclusive Workplace

- Attract staff from all cultures.
- Make all staff feel safe and welcome.

What	How	Who	When
1.1 Advisory Groups.	a. The Equity, Diversity and Inclusion Committee will lead the Intercultural Action Plan and meet at least 4 times a year.	Chair Equity, Diversity and Inclusion Committee	2025
	b. A Working Group will help and include community members when needed.	Intercultural Working Group	2025
1.2 Support for new staff	a. Create a welcome program with links to local cultural groups, especially in rural areas.	Intercultural Working Group	2026
	b. Give new staff a cultural mentor.	Intercultural Working Group	2026
	c. Use preferred name emails and systems.	Chief People Officer	2025
1.3 Cultural resources	Share cultural protocol info on the Equity, Diversity and Inclusion SharePoint page.	Equity, Diversity and Inclusion Committee	2026
1.4 Cultural celebrations	Update HR policies to help staff join cultural events.	Chief People Officer	2025

1.5 Cultural safe spaces	a. Create safe meeting spaces at all main hospital sites.	Chief Redevelopment and Infrastructure Officer	2027
	b. Include quiet areas for reflection, prayer, and spirituality.	Chief Redevelopment and Infrastructure Officer	2027
1.6 Celebrate staff diversity	a. Collect and update staff cultural background data.	Intercultural Working Group	2025
	b. Use art, murals and maps to show cultural diversity.	Chief Redevelopment and Infrastructure Officer	2028
	c. Join events like Ballarat Begonia Festival.	Intercultural Working Group	2026
	d. Updating branding to reflect diversity.	Chief People Officer	2025
	e. Value staff by recognising their skills and experiences.	Intercultural Working Group	2028
1.7 Cultural celebrations	Celebrate key cultural days: <ul style="list-style-type: none"> • World Religion Day • Lunar New Year (Chinese) • Ramadan (Islam) • Harmony Week • Vesak Day (Buddha Day) • Yom Kippur (Jewish) • Diwali (Hindu & Sikh) • International Migrants Day • Christmas (Catholic & Christian) 	Intercultural Working Group	<ul style="list-style-type: none"> • 19 January • End Jan-early Feb • 27 Feb-29 Mar • End of March • 12 May • 1 October • 20 October • 18 December • 25 December

1.8 Language support	a. Provide translators (including AUSLAN) during work hours; face-to-face when possible.	Chief Operations Officer	2026
	b. Track use of translation services across sites.	Chief Operations Officer	2026
	c. Offer cultural liaison staff or trained language helpers.	Chief People Officer	2026
	d. Create a hub with info in different languages and audio, including consent forms.	Intercultural Working Group	2026
	e. Use translation tools (e.g. CALD Assist, text-to-speech) to improve access.	Chief Information Officer	2027
1.9 Support for relocating families	a. Create rent support guidelines for new international staff.	Chief Redevelopment and Infrastructure Officer	2025
	b. GH stays on lease until staff can take over; rent deducted from pay.	Chief Redevelopment and Infrastructure Officer	2025
1.10 Caring for sick parents overseas	Explore leave or remote work options to support staff caring for parents overseas.	Chief People Officer	2028
1.11 Cultural engagement survey	a. Create a guide for engaging CALD communities.	Intercultural Working Group	2028
	b. Run a survey to hear from culturally and linguistically diverse staff.	Intercultural Working Group	2028



Our Intercultural Action Group encourages staff to wear their cultural dress on World Harmony Day to celebrate the diversity within our team. Pictured above are team members on World Harmony Day 2025 at our Ballarat campus.



Community and Access

- Connect with community and patients.
- Include community voices in decisions.

What	How	Who	When
2.1 Connect with cultural communities	a. Create a plan to engage with local cultural groups.	Intercultural Working Group	2026
	b. Join and support community celebrations.	Intercultural Working Group	2028
	c. Share event links on staff SharePoint.	Intercultural Working Group	2028
	d. Assign GH reps to community groups	Intercultural Working Group	2028
2.2 Use cultural data	Collect and report diversity data to improve services and policies.	Chief People Officer	2028
2.3 Support health literacy	Provide health info in EAL, translated, and audio formats.	Chief People Officer	2028
2.4 Cultural Diversity Officer	Consider appointing a Cultural Diversity Officer to support consumers.	Chief People Officer	2028

2.5 Easy-to-read signs	Review signage to suit diverse cultures. Use fewer words and more images.	Chief Redevelopment and Infrastructure Officer	2026
2.6 Interpreter services	a. Further to item 1.8, improve access and quality of interpreters (including AUSLAN).	Chief People Officer	2026
	b. Prioritise interpreters in emergency and urgent care.	Intercultural Working Group	2026
2.7 Diverse food options	Include cultural meals in catering and café menus.	Chief Redevelopment and Infrastructure Officer	2027
2.8 Support diverse referrers	Improve referral pathways for CALD practitioners.	Chief Medical Officer	2028
2.9 Inclusive research access	a. Include CALD communities in trials and research.	Chief Medical Officer	2027
	b. Co-design projects with CALD focus.	Chief Medical Officer	2027
	c. Partner with universities and communities to fill care gaps.	Chief Medical Officer	2027

What	How	Who	When
2.10 Inclusive care plans	Use care plans that respect all cultures across services.	Chief Nursing and Midwifery Officer	2027
2.11 Multicultural fundraising	Create ways for multicultural communities to support hospital fundraising.	Intercultural Working Group	2026
2.12 Multicultural volunteers	Invite volunteers from diverse backgrounds to join at all sites.	Chief People Officer	2025
2.13 Family violence support	a. Share info in multiple languages.	Chief Nursing and Midwifery Officer	2027
	b. Offer clear referral links and expert support.	Chief Nursing and Midwifery Officer	2027



Pictured

- *Ballarat Regional Multicultural Council's (BRMC) Strategic Engagement Coordinator Sangeeran Mithranandarajah*
- *BRMC CEO Suzanne Ryan-Evers*
- *Grampians Health Associate Emergency Nurse Unit Manager Lokan Aikkaraparambil-Ravindra*
- *Grampians Health Equity, Diversity and Inclusion Chair Veronica Furnier*
- *BRMC Chair Dr Sundram Sivamalai and*
- *Chinese Association's Jack Yang.*



Cultural Change

- Make diversity part of everyday work.
- Train staff to work well with all cultures.

Actions to achieve	Outcome Measure	Responsibility	Time Frame
3.1 Diverse leadership	Increase multicultural representation in senior roles.	Executive Officers	2028
3.2 Inclusive committees	Invite diverse staff and consumers to join key.	Intercultural Working Group	2028
3.3 Improve cultural safety	a. Review referrals to ensure cultural safety.	Chief Operating Officer	2027
	b. Create guidelines to support diverse consumers.	Chief People Officer	2027
3.4 Anti-discrimination policy	a. Include cultural diversity in policy.	Chief People Officer	2025
	b. Train staff on racism and bystander actions.	Chief People Officer	2026
	c. Train volunteers on racism and bystander actions.	Chief People Officer	2026
	d. Share a clear message against racism and discrimination.	Intercultural Working Group	2025
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3.5 Cultural learning for staff	a. Add cultural training to staff diversity modules.	Chief People Officer	2027
	b. Help staff understand cultural protocols and community links.	Intercultural Working Group	2026
3.6 Support people managers	a. Train managers to lead cultural change.	Chief People Officer	2026
	b. Provide tools to support diverse teams.	Chief People Officer	2026

