

Intercultural Action Plan 2025-2028

Acknowledgement of Country

Grampians Health acknowledges the Traditional Custodians of the lands on which we operate, the Wadawurrung, Djab wurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples, and their connections to land, waterways and community. We pay our respects to their Elders past and present and extend this to all Aboriginal and Torres Strait Islander peoples today. Grampians Health recognises and values the contributions that Aboriginal and Torres Strait Islander peoples make in our society. Sovereignty has never been ceded. It always was and always will be, Aboriginal land.

Recognition of victim survivors of family violence

We acknowledge the terrible impact of family violence on women, families and communities, and the strength and resilience of victim survivors, including children, who have experienced, or are currently experiencing, family violence. We pay respects to those who did not survive and to their family members and friends. Grampians Health stands in solidarity with all victims and commits to taking action for a future free from violence.

Inclusive health service

Grampians Health embraces the rich diversity of Australian culture and stands in support of all individuals, regardless of cultural background or sexuality. We recognise that enhancing the wellbeing of people with disability and neurodivergent individuals requires collaborative and tailored responses that reflect their varied needs and challenge ableism. Grampians Health is committed to providing inclusive services and an inclusive working environment. We believe in safe and accessible healthcare for everyone.



Contents

About Grampians Health	3
Our Mission, Vision and values	4
Our People	5
Why do we have an Intercultural Action Plan?	6
Cultural diversity statistics in Grampians Health region	7
Key Priorities	8
Planning and Monitoring	9
Safe and Inclusive Workplace.....	9
Community Connections, Representation and Accessibility	13
Cultural Change	17

About Grampians Health

Grampians Health, established on November 1, 2021, unites Ballarat Health Services, Edenhope and District Memorial Hospital, Stawell Regional Health and Wimmera Health Care Group to provide secure, enduring healthcare that adapts to workforce and community changes.

This collaborative partnership builds upon years of strong cooperation among the four health services. Together, we will deliver better healthcare, enhance services and advance careers, closer to home, now and into the future.

To deliver quality care to the communities we serve by providing safe, accessible and integrated health services resulting in positive experiences and outcomes.

- **Our Patients:** We are steadfast in our commitment to providing positive experiences for our patients, ensuring the users of our health service feel their needs are met and they receive effective support.
- **Our staff, students and service partners:** We uphold a positive workplace culture that not only strengthens the communities we serve, but also supports the delivery of quality, safe, accessible, and integrated health services.
- **Our Community:** We value the broader community as a crucial part of our mission. Their involvement is key to our commitment to deliver positive experiences and beneficial outcomes for everyone. Together, we are building a healthier and more inclusive future.

Grampians Health believes that regional and rural Victoria deserves equality in health outcomes, no matter where you live and we will work tirelessly to deliver a preeminent regional healthcare model servicing the entire Grampians region equitably



Our values are Accountability, Collaboration, Compassion, Innovation and Respect.

Our Mission, Vision and Values

Grampians Health's mission is to deliver quality care for our community through safe, accessible and connected health services.

Our vision is to be a trusted, progressive and innovative leader of regional and rural healthcare.

Whilst we come from diverse backgrounds and communities, we are a unified team and our collective goal is to provide an integrated model of care that always puts people first, ensuring that they are receiving personalised and compassionate care. Our values guide how we work with each other, our patients, and the broader community.

Our values are Accountability, Collaboration, Compassion, Innovation and Respect.

Accountability



We do what we say and say what we do.

Openness, honesty and transparency support us to be courageous, take responsibility for our actions and follow through on our commitments.

Collaboration



We are stronger together.

Recognising and utilising strengths to share knowledge, solve problems, build relationships and deliver the best outcomes possible.

Compassion



We show that we care.

All people deserve to be treated with compassion, kindness and empathy.

Innovation



We adapt and innovate to achieve best outcomes.

Everyday, we apply expertise and integrity to make responsible choices, always striving for continuous improvement.

Respect



We appreciate and value all people.

Our actions and words reflect our commitment to a safe and fair health service for all.

Our People

Grampians Health established an Intercultural Working Group in 2024 to help foster an inclusive workforce, ensure culturally safe and appropriate care for patients from diverse backgrounds and guide cultural events and community engagement. Below are images of our team who help lead our Intercultural Working Group and celebrate our rich diversity through various events held throughout the year.



Why do we have an Intercultural Action Plan?

This inaugural Intercultural Action Plan lays the foundation for our organisational approach to all culturally diverse related work. This plan brings together our existing and future activities under three priority areas and guides our work for success.

The inaugural Intercultural Action Plan is crucial for fostering inclusivity and diversity within our growing intercultural community. Grampians Health is committed to implementing this plan to ensure better health outcomes and a more equitable environment for everyone.

By incorporating feedback from both community members and staff, we aim to align our actions with the community's expectations and drive meaningful change.

This collaborative approach will help us create a place where everyone feels valued and included.

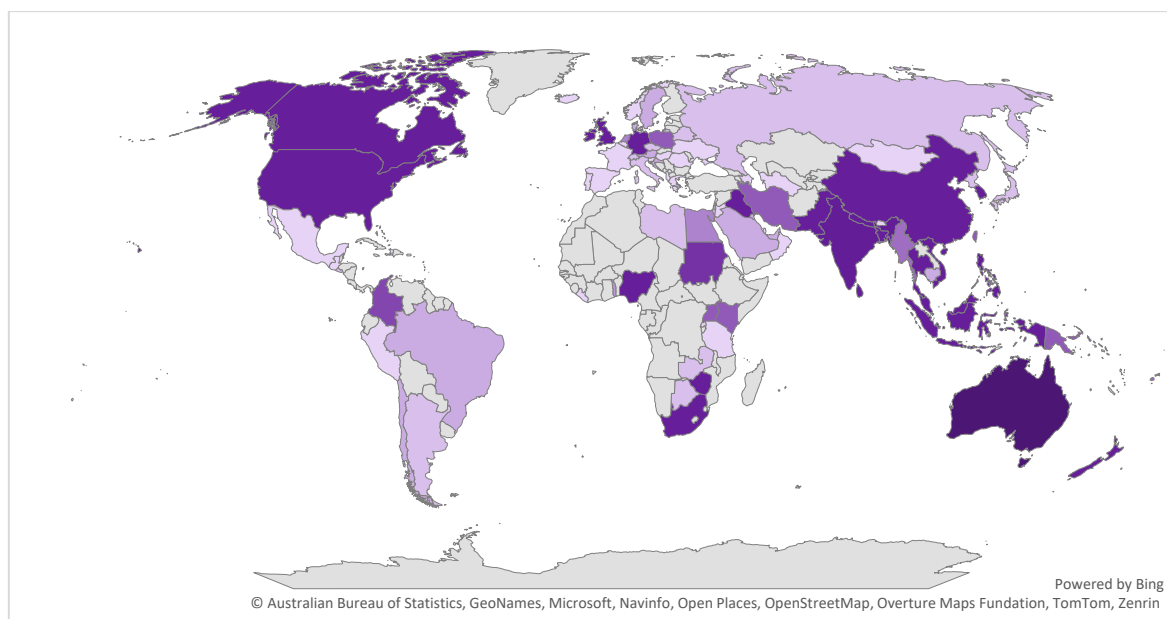


Our Emergency Department team often host a lunch during Harmony Week with staff bringing food from their cultural to share with others. Associate Emergency Nurse Unit Manager Lokan Aikkaraparambil-Ravindra (pictured holding a Harmony Week flag at the front of the Emergency Department entrance) has helped coordinate the lunches for the Emergency Department team.

Cultural diversity statistics in Grampians Health region

As of 1 April 2025, demographic data reveals that 25% (1,792) of Grampians Health staff are immigrants from 100 countries worldwide. The largest groups are from India, comprising 8.8% (639), and the Philippines, making up 3.3% (242).

Cultural diversity data is collected by staff voluntarily recognising their heritage upon employment with Grampians Health or by subsequently updating their personal information on the Grampians Health personnel platform.



Representation of Grampians Health staff across the globe (darker colour = higher representation)

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	Burman, Fiji, Mauritius	6
Malaysia	42	Egypt, Netherlands	5
Zimbabwe	37	Togo	4
Viet Nam	28	Austria, Brazil, Cambodia, Chile, Croatia, Denmark, Kuwait, Saudi Arabia, Sweden, United Arab Emirates	3
Pakistan	23	Argentina, Belarus, Botswana, Czech Republic, El Salvador, Israel, Italy, Japan, Libya, Russia, Serbia & Montenegro, Switzerland, Wales, Zambia	2
Hong Kong	20	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
Singapore	19		
Ireland	17		
Indonesia	16		
South Africa, Thailand	15		

*Total of 7277 staff as of 1 April 2025

Key Priorities

Priority Area 1: Safe and Inclusive Workplace



- An employer that is highly sought after by job seekers from all cultures
- Provide a safe and inclusive workplace for all staff.

Priority Area 2: Community Connections, Representation and Accessibility



- Connections with community and consumers
- Community representation to drive our work

Priority Area 3: Cultural Change



- Make multicultural diversity and inclusion standard practice, not a specialised need
- Building capacity in the health workforce - culturally capable workforce is important for sustainability & accountability to bring that change

Planning and Monitoring

Over the course of this Intercultural Action Plan, Grampians Health will continue to build a service that our community trusts and is proud of. We will grow a workforce that is empowered, well-trained, safe and connected, valued and embracing each other.

The monitoring and evaluating of achievements and progress over the life of the Intercultural Action Plan will require a whole of Grampians Health approach. The Grampians Health Equity, Diversity and Inclusion Committee will support the process evaluating specific identified initiatives, as well as broader organisational improvements and achievements in access and inclusion.



The Intercultural Action Group plays a key role in coordinating activities across our campuses, ensuring the rich diversity of our workforce is celebrated and embraced. Pictured left are team members from Stawell and to the right staff from Horsham helping celebrate Harmony Week.



Safe and Inclusive Workplace

- An employer that is highly sought after by job seekers from all cultures.
- Provide a safe and inclusive workplace for all staff

Actions to achieve	Outcome Measure	Responsibility	Time Frame
1.1 Establish and maintain Advisory Groups and Committees to oversee the Intercultural Action Plan.	a. The Equity, Diversity and Inclusion Committee will oversee the implementation of the Intercultural Action Plan and will hold a minimum of 4 meetings annually.	Chair Equity, Diversity and Inclusion Committee	2025
	b. A Working Group will support the Committee and include community representation as required.	Intercultural Working Group	2025
1.2 Provide support to new staff arrivals to Australia and/or Grampians Health region	a. Develop an induction and orientation program for staff that includes all details of all opportunities for connection to local cultural community groups (e.g. Ballarat Region Multicultural Council, Local Council Liaison, Multicultural Commission). Prioritise rural community connection.	Intercultural Working Group	2026
	b. Provide a culturally appropriate mentor for new arrivals.	Intercultural Working Group	2026
	c. Ensure preferred name is used on all correspondence, systems and in creation of staff email address.	Chief People Officer	2025
1.3 Resources that outline where to access information regarding cultural protocols are accessible by staff	Ensure resources with information regarding cultural protocols are published on the Equity, Diversity and Inclusion SharePoint page	Equity, Diversity and Inclusion Committee	2026
1.4 Remove barriers to staff participating in cultural celebrations	Review HR policies and procedures to support cultural celebration participation	Chief People Officer	2025

1.5 Provide culturally safe spaces for staff and community to come and meet	a. Provide safe cultural spaces in all main hospital sites.	Chief Redevelopment and Infrastructure Officer	2027
	b. Provide exclusive spaces for reflection, spirituality and pray in all main hospital sites.	Chief Redevelopment and Infrastructure Officer	2027
1.6 Acknowledge and celebrate our staff cultural backgrounds and diversity	Ensure visibility of GH diversity across all our sites and our communities by:	Intercultural Working Group	2025
	a. Capturing and maintaining cultural background data of staff and community		
	b. Developing artwork, murals or interactive maps to identify the diversity of Grampians Health	Chief Redevelopment and Infrastructure Officer	2028
	c. Parading the diversity of culture at Grampians Health at the Ballarat Begonia Festival Parade or other community events	Intercultural Working Group	2026
	d. Updating GH branding guidelines to promote diversity	Chief People Officer	2025
	e. Make our staff feel valued by engaging and acknowledging their expertise and experiences.	Intercultural Working Group	2028
1.7 Grampians Health celebrates days of cultural significance	Grampians Health to participate the celebration of the following:	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
	<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) <p>Celebrations are activities undertaken within staff teams, managed by working groups or committees, or GH participation in community events.</p>		

1.8 Acknowledge language barriers that staff may experience	a. Ensure translator services (including AUSLAN) are always available during operating hours. Where possible face to face translators to be made available.	Chief Operations Officer	2026
	b. Establish data collection and reporting of translator service providers (including AUSLAN) across Grampians Health campuses.	Chief Operations Officer	2026
	c. Where possible cultural liaison officers and/or community language aids (including AUSLAN).to be made available to consumers from community or upskilled staff.	Chief People Officer	2026
	d. Establish a 'resource hub' to enable staff to provide inclusive and accessible clinical information in language or in audio. Including consent in preferred language options.	Intercultural Working Group	2026
	e. Explore use of computer assisted translation to improve navigating & accessing health information e.g. explore use of translation software across campuses like CALD assist app or text to speech software.	Chief Information Officer	2027
1.9 Support international family relocation to work for Grampians Health	a. Develop guidelines on providing free rent to support families relocating to Grampians Health sites.	Chief Redevelopment and Infrastructure Officer	2025
	b. Grampians Health continues as tenant on rental agreement until new staff has appropriate references available to execute a lease in their name (GH to deduct rent from fortnightly pay).	Chief Redevelopment and Infrastructure Officer	2025
1.10 Provision to care for sick parents internationally	Investigate provision for family leave or flexibility to work remotely to care for sick parents internationally	Chief People Officer	2028
1.11 Deliver a cultural engagement survey	a. Develop a guide for consumer and community engagement with focus on CALD community.	Intercultural Working Group	2028
	b. Develop and implement a cultural engagement survey to capture experiences from our cultural and linguistic 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 Connections, Representation and Accessibility

- Connections with community and consumers
- Community representation to drive our work

Actions to achieve	Outcome Measure	Responsibility	Time Frame
2.1 Ensure visibility and ongoing connection of the health service to all local cultural communities	a. Develop an engagement plan with local cultural communities to ensure a meaningful understanding of Grampians Health services.	Intercultural Working Group	2026
	b. Endeavour to support and represent Grampians Health at local cultural community group celebrations.	Intercultural Working Group	2028
	c. Include links to celebrations on SharePoint page for all staff to access.	Intercultural Working Group	2028
	d. Allocate a GH representative for community groups	Intercultural Working Group	2028
2.2 Ensure up to date demographic data of consumers cultural diversity is available	Demographic data is referenced to influence policy and program updates and to inform service delivery. It is important to accurately capture diversity data and regularly report/evaluate to inform service improvements.	Chief People Officer	2028
2.3 Provide and support health literacy for all cultural backgrounds	Ensure health literacy is provided in English as an Additional Language (EAL) format, translated, and in audio.	Chief People Officer	2028
2.4 Provide a Cultural Diversity Officer to support consumers using our services	Consider a Cultural Diversity Officer for consumers, similar to Disability Liaison Officer	Chief People Officer	2028

2.5 Ensure wayfinding and signage is simple to navigate for consumers with English as an Additional Language	Grampians Health Signage Guidelines to include culturally diverse review. Ensure signage includes minimal written words and more images that can be understood by various linguistic backgrounds.	Chief Redevelopment and Infrastructure Officer	2026
2.6 Interpreter services available for consumers	a. Further to item 1.8, ensure improving the quality of interpreting service provision (including AUSLAN) by central allocation and promoting their engagement across the organisation.	Chief People Officer	2026
	b. Establishing priority areas for interpreter services (including AUSLAN) for example in emergency and urgent care departments.	Intercultural Working Group	2026
2.7 Provide diversity of meals in Grampians health food options	Ensure catering and café menus include culturally diverse food options.	Chief Redevelopment and Infrastructure Officer	2027
2.8 Ensure our referring practitioners from diverse backgrounds have a positive experience	Improving referral pathways to support CALD to navigate these services	Chief Medical Officer	2028
2.9 Improve access to clinical trials and research for multicultural communities	a. Ensure culturally diverse representation in all clinical trials and research. Increase participation of people from CALD communities.	Chief Medical Officer	2027
	b. Research projects co-designed with and focus on CALD communities.	Chief Medical Officer	2027
	c. Undertake research and evaluation to address gaps in care for multicultural communities by partnering with academic institutions and engaging with community groups to understand health challenges.	Chief Medical Officer	2027

Actions to achieve	Outcome Measure	Responsibility	Time Frame
2.10 Culturally inclusive care plans across Grampians Health services	Integrate a culturally inclusive care plan across Grampians Health services.	Chief Nursing and Midwifery Officer	2027
2.11 Increase multicultural communities fundraising contribution for the hospital	Provide pathways for multicultural communities to fundraise for the hospital	Intercultural Working Group	2026
2.12 Increase multicultural volunteers in the volunteer workforce	Encourage multicultural volunteers from community to join the volunteer workforce for every site	Chief People Officer	2025
2.13 Provide culturally appropriate support options to address family violence	a. Ensure that information regarding family violence is available in languages other than English and is easily accessible	Chief Nursing and Midwifery Officer	2027
	b. Provide family violence specific links and referral pathways with family violence specific consultation readily available	Chief Nursing and Midwifery Officer	2027



Grampians Health's Equity, Diversity and Inclusion Committee is committed to working with our communities to help make our workplace more inclusive for all. Pictured to the right are 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 the Chinese Association's Jack Yang attending an Onam Festival held in Ballarat in 2024.



Cultural Change

- Make multicultural diversity and inclusion standard practice, not a specialised need
- Building capacity in the health workforce - culturally capable workforce is important for sustainability & accountability to bring that change

Actions to achieve	Outcome Measure	Responsibility	Time Frame
3.1 Increase diverse/multicultural representation in senior leadership, executive and board roles.	Increase diverse/multicultural representation in senior leadership, executive and board roles.	Executive Officers	2028
3.2 Increase participation and representation of multicultural consumers and staff on governance committees	Invite champions from diverse backgrounds to join the Equity, Diversity and Inclusion Committee and Working Groups.	Intercultural Working Group	2028
3.3 Engage with governance committees regularly to find new ways to improve patient safety for consumers experiencing language and cultural barriers	a. Review referral patterns to hospital in the home to ensure cultural safety for consumers	Chief Operating Officer	2027
	b. Develop guidelines to ensure consumer/community cultural diversity is identified and supported in health services	Chief People Officer	2027
3.4 Development and implementation of an anti-discrimination policy for our Grampians Health	a. Ensuring cultural diversity is included in the Grampians Health anti-discrimination policy.	Chief People Officer	2025
	b. Educate Grampians Health staff on the effects of racism and bystander tips and techniques.	Chief People Officer	2026
	c. Increase training and engagement on cultural diversity for volunteers.	Chief People Officer	2026
	d. Release a clear statement on a stance against racism and discrimination.	Intercultural Working Group	2025

3.5 Develop and implement a cultural learning strategy for our staff	a. Develop all-staff training to include within diversity training module.	Chief People Officer	2027
	b. Increase staff understanding of significance behind cultural protocols (including community links).	Intercultural Working Group	2026
3.6 Develop people managers to successfully support intersectional team	a. Educate Grampians Health people managers on their responsibilities as leaders of cultural change	Chief People Officer	2026
	b. Develop people manager tools to support intersectional staff and team.	Chief People Officer	2026

