



Government of **Western Australia**  
East Metropolitan Health Service



# East Metropolitan Health Service Multicultural Plan 2024 - 2027



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*The EMHS Multicultural Advisory Group*

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# Foreword

Western Australia (WA) has a diverse population with people from over 200 different countries, speaking as many as 270 languages and more than 100 religious faiths living, working, and studying in the state. Cultural diversity is one of our greatest assets, creating opportunities for growth and innovation.

At East Metropolitan Health Service (EMHS), we strive to provide a culturally inclusive and equitable service to ensure the best health outcomes for our culturally and linguistically diverse (CaLD) population.

With this in mind, we are pleased to release the next EMHS Multicultural Plan 2024 – 2027. Aligned with the EMHS Equity, Diversity and Inclusion Strategy, this plan builds on our achievements and learnings over the last three years. It will continue to guide us in establishing a harmonious and inclusive community, being culturally responsive in our program and service delivery, and to remove barriers to ensure equitable participation and employment for our community.

We would like to take this opportunity to recognise the work that has been undertaken to date and views from our staff, consumers, and community, including the recently established Multicultural Advisory Group, that have shaped this plan. EMHS looks forward to continuing to work collectively with you to turn this plan into action as we strive for our vision of *Healthy People, Amazing Care*.



Lesley Bennett  
A/Chief Executive, EMHS



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Board Chair, EMHS

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## Introduction

The WA Multicultural Policy Framework (MPF) was launched on 17 March 2020. The framework translates the principles and objectives of the WA Charter of Multiculturalism (2004) into multicultural policy priorities, outcomes, strategies, and measures for WA public sector agencies.

The WA Charter of Multiculturalism demonstrates the Western Australian Government's commitment to multiculturalism and a multicultural policy position that embraces all of us. Founded on four principles—civic values, fairness, equality, and participation—it identifies key objectives for government organisations to achieve an inclusive and harmonious society. The policy emphasises the importance of mutual respect, substantive equality and a commitment to shared values.

In line with the MPF's requirement for agencies to develop multicultural plans and EMHS's ongoing commitment to provide culturally responsive services and a welcoming and inclusive workplace, the EMHS Multicultural Plan 2024 – 2027 has been developed.

The next phase of the plan builds on our learnings and achievements over the last three years and the comprehensive range of high-quality acute, sub-acute, ambulatory and community health services that EMHS already delivers to people and communities that are diverse in culture, age, socio-economic status, population, and health care needs.

Actions and outcomes for the EMHS Multicultural Plan 2024 – 2027 have been informed by consultation and feedback from both internal and external stakeholders, including the EMHS Multicultural Advisory Group.

## EMHS Multicultural Plan 2021-2023

The inaugural EMHS Multicultural Plan was developed in 2020, leveraging off the excellent achievements from the work and actions EMHS was progressing for Aboriginal people. The actions aimed to provide equitable access, culturally appropriate and responsive programs and services, and a workforce that is culturally competent and representative of our community.

The Plan was finalised in July 2023, with many of the actions completed or in good progress. The actions remaining in progress have been revised to align with a shift in strategy for EMHS to develop an Equity, Diversity, and Inclusion (EDI) Strategy which will encompass all diversity across our EMHS populations including but not limited to multicultural, Aboriginal, disability, LGBTQI+, and youth.

### Achievements 2021-2023

- EMHS People and Capability developed pathways to support and enable our staff to be able to raise concerns (alongside traditional grievance processes), and implemented the Integrity Hotline with access to the Human Resource Business Partners
- The WA Health Equity, Diversity, and Inclusion (EDI) eLearning suite was launched in May 2022. The suite aims to educate and empower staff to respect and celebrate our diversity, ensuring our workforce reflects the diversity of the community, and we all experience a sense of belonging and inclusion at work
- The EMHS sites have promoted and celebrated significant multicultural events and will continue do so
- The EMHS Flexible Work Arrangements Policy was reviewed and updated to specify responding to cultural or religious leave
- The EMHS Multicultural Advisory Group was established, and the inaugural meeting took place in May 2023
- The EMHS Strategic Plan 2021 - 2025 has a service delivery principle and specific strategic objectives and priorities aligned to support diversity and inclusion
- EMHS review in December 2022 of key Safety and Quality metrics offering culturally diverse results where available
- EMHS collaborated with interpreting services to integrate linguistic diversity into Virtual Care including development of an eLearning package for EMHS staff and interpreter services
- Royal Perth Bentley Group (RPBG) developed a demographic dashboard with an interactive tool for language services to help identify culturally and linguistically diverse patients that were not previously identified for interpreter services but may benefit
- The RPBG, Armadale Kalamunda Group (AKG) Consumer Advisory Committees and Lived Experience Groups, and St John of God Midland Hospital Consumer and Community Advisory Council focussed on enhancing group diversity ensuring they are representative of the local populations
- EMHS collaborated with WA Health Language services to leverage and promote the eLearning module to our staff
- EMHS developed links with partnering organisations and Health Diversity Groups to support care across the continuum for our culturally diverse population
- EMHS collaborated with peak multicultural bodies to educate communities and provide COVID-19 vaccinations at convenient locations such as schools, churches, and people's homes

## Our community

With a catchment area covering an area of more than 3711 square kilometres, EMHS delivers a broad range of health care services to meet the diverse needs of our community.

Approximately 756,000 people reside in the EMHS catchment area and by 2031, the area population is expected to increase to more than 937,000 people. EMHS also provides care to residents of regional areas with more complex care needs.

According to the 2021 Census, the EMHS catchment has the largest population of multicultural residents –

- over a third of EMHS residents were born overseas, and
- The five most common languages (other than English) spoken in EMHS homes were Mandarin, Punjabi, Cantonese, Arabic and Vietnamese.

We acknowledge that our people with culturally and linguistically diverse backgrounds have unique health and social needs, requiring innovative, person-centred, responsive solutions, and that they can experience additional barriers to accessing appropriate care and are more likely to interact with the hospital system to fill this gap.

The EMHS Multicultural Plan highlights general considerations in improving the experiences and outcomes for our culturally and linguistically diverse communities.



## Our Staff

Our EMHS staff are integral to achieving the EMHS vision of healthy people, amazing care. 19.6% (2062) of our 10,500 staff members were born overseas and are representative of our EMHS community.

The presence of a multicultural and diverse workforce is considered to have the following benefits for the organisation, staff and our patients:

- delivery of culturally competent health care by a workforce with cultural health literacy
- improve access and quality of experience for patients
- better health outcomes for our community
- better understanding of our community
- attraction of talent and improved staff retention through inclusion and belonging





## Supporting culture and community

EMHS community programs are designed to improve the health literacy and promote and facilitate improved health outcomes in our community.

These programs focus on whole-of-population and targeted community-based initiatives that support equitable and sustained improvements in the health literacy of priority populations, health professionals and stakeholders that live and work in the EMHS catchment.

Supporting improvements in health literacy is a key enabler of ensuring equitable access to health services in the community, especially for people who experience additional barriers to accessing appropriate care and are potentially more likely to interact with the hospital system to fill this gap.

EMHS delivers programs in partnership with community and stakeholders (such as non-government organisations and service providers) to empower priority populations to address the four leading modifiable risk factors for the development of obesity, cardiovascular disease, cancer, diabetes and lung disease. These are physical inactivity, harmful use of alcohol, tobacco and e-cigarette use, and unhealthy diet.

As part of a continued commitment to supporting cultural diversity across EMHS, health service staff work closely with the Multicultural

Advisory Group, and other multicultural diverse groups. These groups represent the interests of the culturally and linguistically diverse people residing in the EMHS catchment area and collectively provide advice on services, programs and policy development impacting consumers.

In addition to regular community advisory group meetings, EMHS also places a high priority on community representation on hospital operational committees/internal groups and attendance at relevant workshops and external events in line with the National Safety and Quality in Healthcare Service Standards.

# Priorities

## Policy Priority 1: Harmonious and inclusive communities

- Every Western Australian value cultural, linguistic, and religious diversity and feels that they belong.

ACTION	OUTCOME	RESPONSIBILITY	TIMEFRAME
<b>Strategy 1: Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally diverse backgrounds and</b>			
<b>Strategy 2: Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality</b>			
P1.1.1 EMHS develops and implements an equity, diversity, and inclusion (EDI) strategy <sup>1</sup> which includes: <ul style="list-style-type: none"> <li>• Activities for creating diverse and inclusive workplaces, and minimises discrimination</li> <li>• A monitoring and reporting framework</li> </ul>	<ul style="list-style-type: none"> <li>• EMHS equity, diversity, and inclusion strategy is endorsed, published, and promoted</li> <li>• Success of the strategy is reported regularly to the EMHS Board and Area Executive Group</li> </ul>	<ul style="list-style-type: none"> <li>• EMHS People and Capability</li> </ul>	2024-2027
<b>Strategy 3: Develop workplace cultures that are welcoming and inclusive of all Western Australians</b>			
P1.3.1 Continued enhancement of the EMHS physical environments, in partnership with our CaLD staff and community groups to facilitate access to services and to be inclusive (including safe spaces) by using signage that has language and symbols in support of our multicultural diversity	<ul style="list-style-type: none"> <li>• Signage and spaces across the EMHS sites that embrace our cultural diversity</li> </ul>	<ul style="list-style-type: none"> <li>• RPBG Executive</li> <li>• AKG Executive</li> <li>• SJGMPH Executive</li> </ul>	2024-2027
<b>Strategy 4: Initiate and support events and projects that build mutual understanding and respect between cultures</b>			
P1.4.1 EMHS acknowledges, celebrates, and promotes days of significance to increase the visibility of our CaLD staff and consumers to foster an inclusive culture (e.g., International Mother Language Day, Harmony Week, Refugee Week)	<ul style="list-style-type: none"> <li>• Annual diversity and inclusion events are promoted</li> <li>• Significant cultural, linguistic, and religious diversity events are celebrated across EMHS and at sites</li> </ul>	<ul style="list-style-type: none"> <li>• EMHS Communications</li> <li>• RPBG Executive</li> <li>• AKG Executive</li> <li>• SJGMPH Executive</li> </ul>	2024-2027

<sup>1</sup> Further actions for the Multicultural Plan may be included following the finalisation and publication of the EMHS EDI Plan and Framework

## Policy Priority 2: Culturally responsive policies, programs, and services

- All Western Australians are informed of and have equitable access to government services
- Programs and services are culturally appropriate and responsive to the needs of all Western Australians
- Customised CaLD specific services are provided for those who need them
- A workforce that is culturally competent and representative of its community and business and client needs

ACTION	OUTCOME	RESPONSIBILITY	TIMEFRAME
<b>Strategy 1: Integrate multicultural policy goals into strategic and corporate planning, procurement, and review processes</b>			
P2.1.1 EMHS sites actively explore recruitment of a CaLD volunteers commencing with most vulnerable cohorts such as the Dementia “Forget Me Not” volunteers.	<ul style="list-style-type: none"> <li>• Forget Me Not program will actively recruit CaLD and other diverse population volunteers</li> <li>• Active recruitment of CaLD volunteers at EMHS sites representative of the local population</li> </ul>	<ul style="list-style-type: none"> <li>• EMHS Safety Quality &amp; Consumer Engagement</li> <li>• RPBG Executive</li> <li>• AKG Executive</li> <li>• SJGMPH Executive</li> </ul>	2024-2025
P2.1.2 Partner with consumer reps from EMHS Multicultural Advisory Group, and site-based Consumer Advisory Groups to engage with local organisations to identify Multicultural Ambassadors to give a cultural lens to patient and family centred care (e.g. death and dying, bereavement)	<ul style="list-style-type: none"> <li>• EMHS hospitals have explored partnering with local organisations representative of local CaLD populations</li> <li>• EMHS hospitals have identified Multicultural Ambassadors to provide cultural advice and assistance as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• RPBG Executives/ Safety Quality</li> <li>• AKG Executives/ Safety Quality</li> <li>• SJGMPH Executives/ Safety Quality</li> </ul>	2024-2027
P2.1.3 Collaboration with WA Health to develop a WA Health Equity Impact Statement and Declaration Policy that outlines requirements to declare and demonstrate that the interests of potential impacts on, and opportunities for, CaLD people are considered and appropriately embedded within policy and planning development processes.	<ul style="list-style-type: none"> <li>• EMHS implementation of the WA Health Equity Impact Statement and Declaration Policy</li> <li>• EMHS policies and planning documents (e.g. renal, maternity, Byford Health Hub plans) identify consultation with CaLD stakeholders has been undertaken to inform and increase cultural understanding in the provision of health services.</li> </ul>	<ul style="list-style-type: none"> <li>• EMHS Safety Quality &amp; Consumer Engagement</li> </ul>	2024
P2.1.4 EMHS Maternity Services Plan will consider cultural safety to ensure that the complex needs of migrant and refugee women from CaLD backgrounds are being met by EMHS maternity services	<ul style="list-style-type: none"> <li>• EMHS will explore involving multicultural health workers where possible in antenatal and postnatal care</li> <li>• EMHS Maternity Services will expand culturally safe models of care</li> <li>• Promote and use Ishar Multicultural Women’s Health Services’ range of psychological, pregnancy and perinatal support services</li> </ul>	<ul style="list-style-type: none"> <li>• EMHS Clinical Service Planning and Population Health</li> </ul>	2024-2027

ACTION	OUTCOME	RESPONSIBILITY	TIMEFRAME
<b>Strategy 2: Identify inequities in service access and outcomes for Western Australians from culturally and linguistically diverse backgrounds and develop strategies to address them</b>			
P2.2.1 Partner with BreastScreen WA (BSWA) to improve access and breast screening rates for EMHS culturally and linguistically diverse women	<ul style="list-style-type: none"> <li>EMHS collaboration with BSWA and the local government areas to develop and implement health promotion activities targeting CaLD women and other diverse populations in the catchment</li> </ul>	<ul style="list-style-type: none"> <li>EMHS Clinical Service Planning and Population Health</li> </ul>	2024-2027
P2.2.2 Clinical Incident Management training offered to the EMHS Multicultural Advisory Group	<ul style="list-style-type: none"> <li>EMHS has an identified group of CaLD representatives trained for clinical incident investigation participation where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>EMHS Safety Quality &amp; Consumer Engagement</li> </ul>	2024-2027
<b>Strategy 3: Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes</b>			
P2.3.1 Key health information and feedback processes are available in various languages/formats/mediums (written publications, internet/ electronic) to meet the EMHS sites cultural diversity needs and improve health literacy.	<ul style="list-style-type: none"> <li>Key health information is available and accessible across EMHS in identified key languages.</li> <li>Culturally appropriate feedback mechanisms are available to enable patients from culturally and linguistically diverse backgrounds to provide feedback on their patient experience</li> </ul>	<ul style="list-style-type: none"> <li>EMHS Safety Quality &amp; Consumer Engagement</li> <li>RPBG Executives/ Safety Quality/ Language Services</li> <li>AKG Executives/ Safety Quality/ Language Services</li> <li>SJGMPH Executives/ Safety Quality/ Language Services</li> </ul>	2024-2027
P2.3.2 EMHS Digital Health Strategy considers our CaLD population and engagement	<ul style="list-style-type: none"> <li>Engage with our CaLD population to identify opportunities to improve equitable access using virtual care (virtual interpreting, applications, and other modes of virtual communication)</li> </ul>	<ul style="list-style-type: none"> <li>EMHS Clinical Service Planning and Population Health</li> </ul>	2024-2027
2.3.3 Explore workplace health literacy programs to support our staff to deliver and address modifiable risk factors with CaLD patients and their families	<ul style="list-style-type: none"> <li>Training and induction package available</li> </ul>	<ul style="list-style-type: none"> <li>EMHS Clinical Service Planning and Population Health</li> </ul>	2024-2027

<b>Strategy 4: Collect and analyse cultural and linguistic data to contribute to the identification of client needs, the development of policies and programs, and evaluation of outcomes</b>			
P2.4.1 Collaborate with WA Health to collect and expand appropriate patient administration system data for opportunities to improve access and health outcomes for our CaLD population	<ul style="list-style-type: none"> <li>• EMHS and the Multicultural Advisory Group will provide feedback to WA Health on proposed changes to webPAS data collection</li> <li>• EMHS implementation and training of webPAS improvements</li> </ul>	<ul style="list-style-type: none"> <li>• EMHS Safety Quality &amp; Consumer Engagement</li> <li>• RPBG Executives</li> <li>• AKG Executives</li> <li>• SJGMPH Executives</li> </ul>	2024-2025
P2.4.2 Explore partnering with local government areas (LGAs) for sharing of local wellbeing data sets	<ul style="list-style-type: none"> <li>• If partnering with LGAs to share local wellbeing data sets successful -               <ul style="list-style-type: none"> <li>○ EMHS partners with LGAs to develop, deliver and evaluate primary prevention initiatives to address modifiable risk factors in EMHS CaLD communities</li> <li>○ Explore further partnerships with Universities and Non-Government Organisations for shared access to valuable, wellbeing data sets of the local CaLD population</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• EMHS Clinical Service Planning and Population Health</li> </ul>	2024-2027
2.4.3 New RPBG Language Management System progressed to ensure streamlined outpatient appointments with interpreter booked and available	<ul style="list-style-type: none"> <li>• RPBG Language Management System developed and implemented</li> <li>• Consideration to share Language Management System across EMHS</li> </ul>	<ul style="list-style-type: none"> <li>• RPBG Executive Director</li> </ul>	2024-2025
<b>Strategy 5: Enable culturally diverse communities to have meaningful input into policies, programs and systems through co-design and planning, co-delivery and implementation, and evaluation processes</b>			
2.5.1 The local CaLD community have equitable opportunity to provide input into the co-design, planning and evaluation of the Byford Health Hub programs and services	<ul style="list-style-type: none"> <li>• Local CaLD people and communities -               <ul style="list-style-type: none"> <li>○ Targeted to participate in the Community and Consumer Advisory Groups</li> <li>○ Targeted in the ongoing evaluation and monitoring of community needs that will influence services and programs offered to suit an evolving population</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• EMHS Clinical Service Planning and Population Health</li> </ul>	2024-2027

## Policy Priority 3: Economic, social, cultural, civic, and political participation

- Western Australians from CaLD backgrounds are equitably represented in employment and on boards, committees, and other decision-making bodies
- Western Australia’s CaLD community is harnessed to grow economic, social, cultural, civic, and political development.

ACTION	OUTCOME	RESPONSIBILITY	TIMEFRAME
<b>Strategy 1: Implement recruitment and career development processes that support employment and progression of staff from culturally and linguistically diverse backgrounds</b>			
P3.1.1 EMHS equity, diversity, and inclusion strategy will contain activities to support new CaLD recruits	<ul style="list-style-type: none"> <li>• EMHS culturally and linguistically diverse workforce have a sense of inclusion and belonging</li> </ul>	<ul style="list-style-type: none"> <li>• EMHS People and Capability</li> </ul>	2024-2027
<b>Strategy 2: Achieve equitable representation of people from culturally and linguistically diverse backgrounds at all levels and in decision-making roles</b>			
P3.2.1 Identify and facilitate career and leadership development opportunities for the culturally and linguistically diverse workforce (may include initiatives such as job rotations, university placements, secondments, internships, work experience, and projects)	<ul style="list-style-type: none"> <li>• EMHS achieves the state target for representation and a balanced equity index for CaLD people</li> </ul>	<ul style="list-style-type: none"> <li>• EMHS People and Capability</li> </ul>	2024-2027
P3.2.2 EMHS Terms of Reference for decision-making committees including the Board to prompt for consideration of members with diverse backgrounds inclusive of CaLD where nominees are sought	<ul style="list-style-type: none"> <li>• Culturally and linguistically diverse committee members represent the EMHS patient and staff population on Committees that are responsible for advising on and overseeing the health service organisation</li> </ul>	<ul style="list-style-type: none"> <li>• EMHS Office of the Chief Executive</li> <li>• RPBG Executives</li> <li>• AKG Executives</li> <li>• SJGMPH Executives</li> </ul>	2024-2025

**Strategy 3: Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia’s culturally and linguistically diverse community**

P3.3.1 EMHS will work in partnership with external organisations for the benefit of our community

- Maintain and enhance links with partnering organisations (WA Primary Health Alliance), Health Diversity Groups to support care across the continuum across out culturally diverse population
- EMHS will be responsive to emerging themes (e.g., changes in numbers of immigration and refugees) in the patient population by partnering and sharing information with Department of Immigration and Department of Education
- EMHS in partnership with local governments, NGOs, service providers and Community, develop place-based initiatives for priority populations that increase physical activity, increase access to nutritious food, reduce alcohol use and stop tobacco and e-cigarette use.

• EMHS Clinical Service Strategy and Population Health

2024-2027

This document can be made available in alternative formats on request.

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