



Our Inclusion, Diversity & Wellbeing Framework

360

health +
community



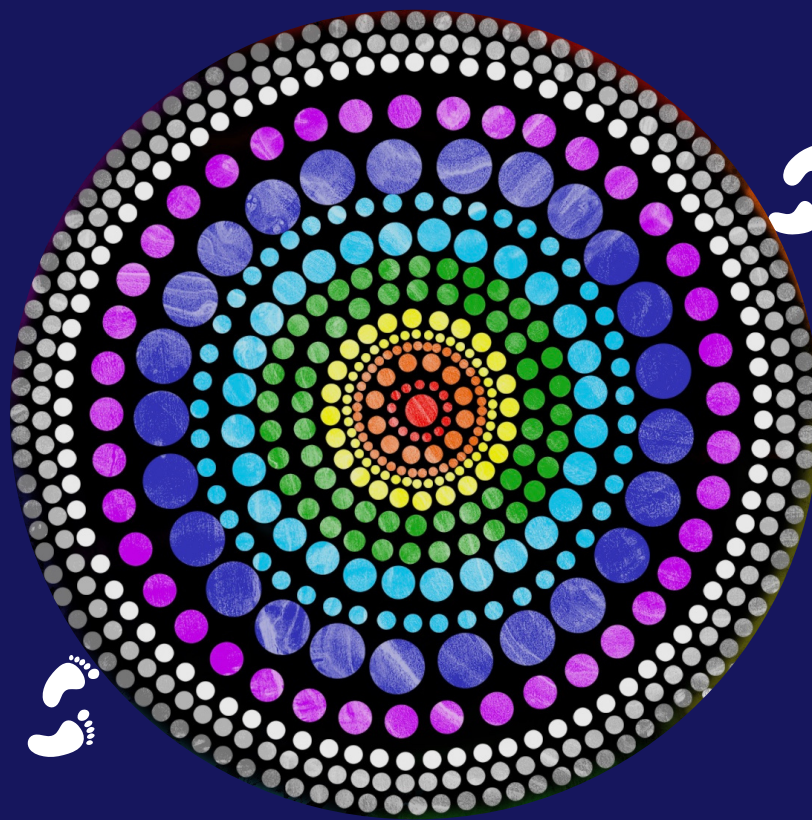
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Acknowledgement of Country

360 Health + Community acknowledges the Whadjuk people of the Noongar Nation, the Wongi people of Wongatha Country (Kalgoorlie), and the Yamatji people of Yamatji Country (Geraldton), the Traditional Owners of the lands on which 360 Health works and where our people live.

We recognise their continuing connection to land, waters and community and we pay our respects to them and their cultures; and to elders past, present and emerging.



Recognition of Lived Experience

We recognise the individual and collective expertise of those with a lived and living experience of mental health, suicidality, alcohol and other drug issues, disability and chronic health conditions.

We value the vital contribution of consumer and community involvement, along with their courage in sharing unique perspectives for the purpose of learning and growing together, leading to better outcomes for all.

CEO's Foreword

During 2021 as Co-CEOs, we identified the need to significantly improve organisational capability in culturally safe and culturally informed care through;

1. A focus on inclusive, safe and culturally appropriate delivery of care to enhance the experience of care and health outcomes for individuals and their supports engaged with 360 Health + Community's services.
2. Demonstrating a commitment to engaging and empowering consumers and communities to shape and inform 360 Health + Community's care, practices, and services.

This work was targeted particularly to consider the needs of the following groups:

- Aboriginal and Torres Strait Islander people and communities
- LGBTIQ+ people
- CALD communities
- People with lived or living experience of mental health distress
- People with lived or living experience of disability
- Carers
- Women accessing services
- Young people accessing services

With support from the Western Australian Primary Health Alliance (WAPHA) Primary Health Sector – Organisational Strengthening and Development Grants Program 2022, we have worked hard over the past 18 months to understand our strengths, map any gaps in our workforce knowledge and experience and build a framework to guide our actions.

We would like to acknowledge the contribution of the consultants – Lyn Mahboub, Aisling Blackmore and the Our Journey, Our Story Team (Curtin University) who have assisted us on this journey. We would also like to acknowledge our workforce who have willingly and enthusiastically contributed to this work and will be at the heart of our continuing improvement activities over the next few years.

We are very proud to publish the Inclusion, Diversity and Wellbeing Framework and focus on the implementation plan for continuous improvement in the coming two years.

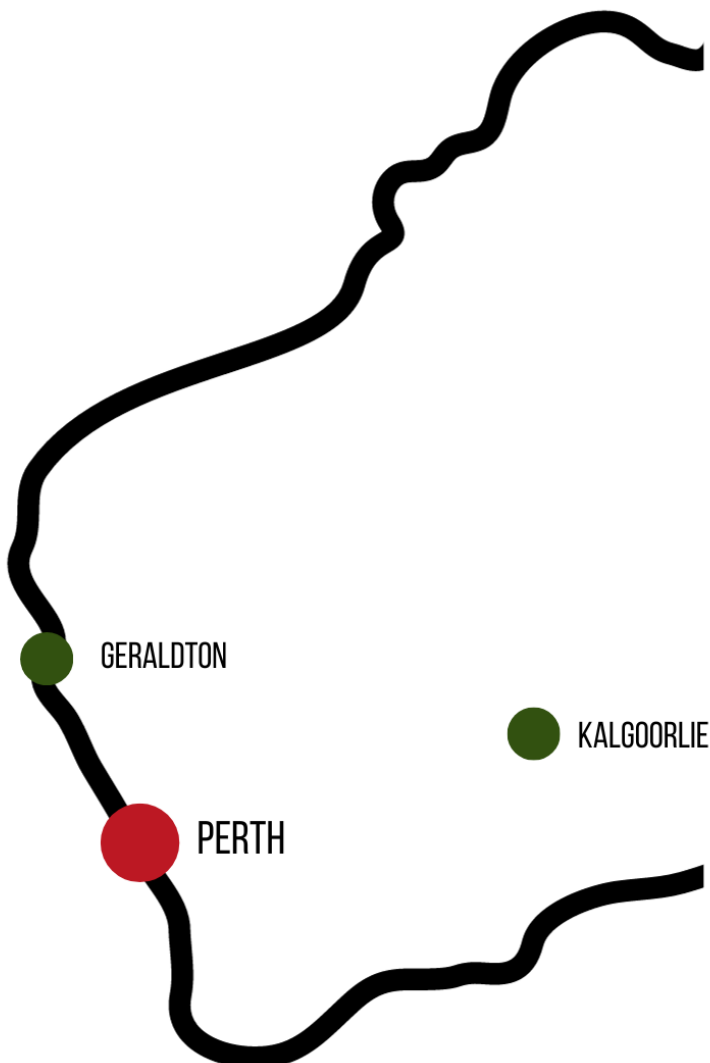
About 360 Health + Community

Beginning as three Public Health Networks (Perth South Coastal Medicare Local, Goldfields-Midwest Medicare Local and Perth Central East Metro Medicare Local), 360 Health + Community (360 Health) has more than 20 years experience in providing care and connecting people with the most appropriate support. 360 Health is a person-centred, service provider delivering quality intervention and support within our disability, mental health, and integrated health services. We are committed to empowering client's choice and control.

With a network of health professionals dedicated to delivering quality intervention and support services, we are committed to improving the all-round health and wellbeing of all Western Australians;

- In regional and metro areas;
- From young people to the elderly;
- Across cultures and levels of care;
- For emotional distress, short-term health and mental health concerns to chronic conditions and permanent disabilities;
- NDIS participants, private and public health referrals.

360 Health has a broad geographical reach within Western Australia with services across the Perth Metro, the Goldfields and the Midwest.



360 HEALTH CONSISTS OF:

- **8 offices in:**
 - Armadale
 - Bentley
 - Mandurah
 - Midland
 - Rockingham
 - Welshpool
 - Geraldton
 - Kalgoorlie
- **3 headspace centres in:**
 - Fremantle
 - Rockingham
 - Mandurah
- **8 Street Doctor clinics operating in:**
 - Armadale
 - Bassendean
 - Highgate
 - Midland
 - Perth CBD
- **Outreach services in:**
 - Northampton
 - Kalbarri
 - Carnarvon
 - Mount Magnet
 - Meekatharra
 - Yalgoo
 - Cue
 - Lenore
 - Laverton

Our Vision, Our Purpose & Our Values

OUR VISION

Our clients are empowered through the excellence of our personalised, specialised services. We are preferred as an employer and valued and recommended by our stakeholders and communities.

OUR PURPOSE

We support the mental and physical well-being of people by providing a unique range of personalised and integrated services across health, mental health and disability.

Compassion



Integrity



Collaboration



Section 1: Framework Introduction and Background

360 Health's Inclusion, Diversity and Wellbeing Framework is a working document which will underpin the ongoing development of services, programs, policies, and projects with a view to creating a sense of belonging and greater wellbeing for 360 Health employees and clients from a broad range of communities.

While the model embedded in this document highlights the various terms our clients identify with, 'client' will be used to refer to all consumers, carers and NDIS participants who access 360 Health services throughout the document. 360 Health currently provides a variety of mental health, physical health and support services including youth services, NDIS, chronic health, and mobile GP services for specific populations to communities across metro and regional WA. In recognition of the diverse nature of these communities, 360 Health is working towards becoming a service that reflects this diversity in our employees and service delivery. 360 Health is committed to improving access to service for clients from marginalised communities who have historically been excluded from health, legal, education and political systems in Australia. 360 Health is also committed to creating a physically, psychologically, and culturally safer workplace to facilitate the expansion of a more diverse workforce in recognition that a representative workforce allows for the more effective servicing of diverse communities.

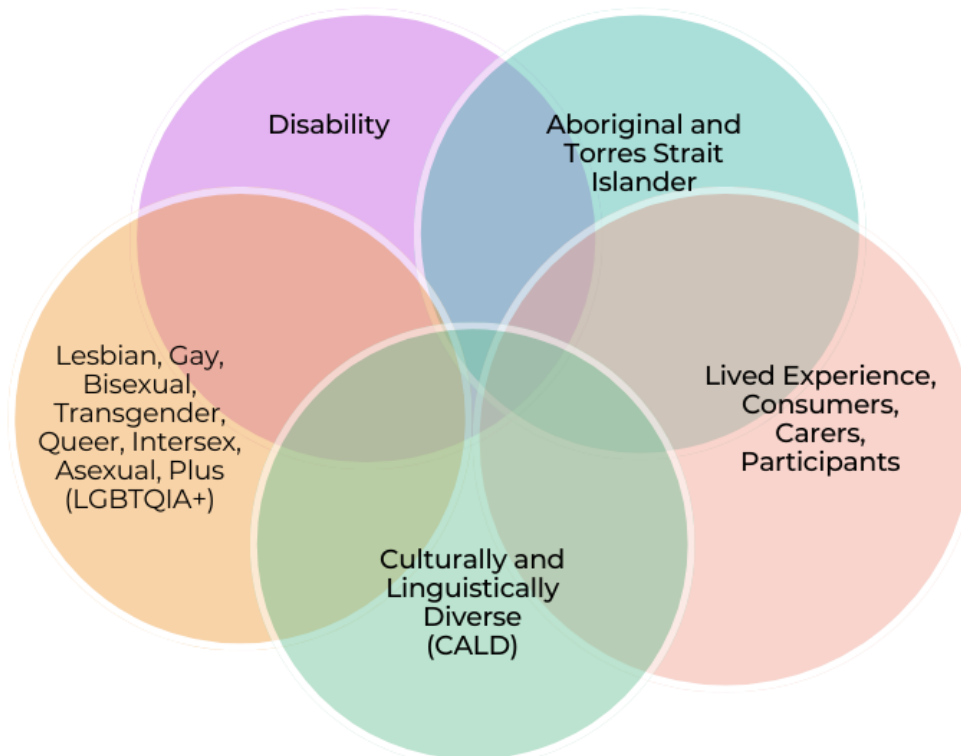
In 2022, 360 Health received funding from the Western Australian Primary Health Alliance (WAPHA) to develop both a Cultural Governance Framework and a Consumer and Carer Framework to further enrich practice and underpin strategy development for the organisation. We have reviewed existing community-led and co-design frameworks, research, and other guiding documentation on best practice in the inclusivity space for several communities of belonging, including Aboriginal and Torres Strait Islander people, LGBTQIA+, CALD and Lived Experience/lived experience people. Our research indicates that, while language sometimes changes, the key concepts of inclusivity remain the same.

On review of the desired outcome of creating both the Cultural Governance Framework and the Consumer and Carer Framework it was agreed that the organisation would be better served by one overarching framework that supports the development of inclusive practice across all the communities 360 Health currently works alongside and further allows for growth within new communities in the future.

As an organisation, we recognise that creating equity in access to service for communities who have experienced marginalisation or exclusion from health systems in Australia may require the allocation of additional resources and opportunities. This framework will become an umbrella for strategic planning and quality improvement for the greater inclusivity of Aboriginal and Torres Strait Islander communities, LGBTQIA+ communities, CALD communities and Lived Experience communities. This framework seeks to highlight these key concepts of inclusivity and wellbeing with a view to identifying gaps in current practice and guide the creation of more inclusive practice moving forward.

All documents reviewed in the development of this framework are available in the reference list.

Our Diverse Community



Why now?

360 Health have identified the further development of community collaboration as an area of focus in our 2021-2024 Strategic Plan. Further to this, engagement with the Aboriginal and Torres Strait Islander community and improved cultural awareness are areas of high priority for the organisation. Currently three of our staff members identify as Aboriginal people. We recognise that the further development of cultural literacy and safety is necessary if we are to be a preferred employer for Aboriginal communities.

Data collected by headspace on the demographics of young people accessing headspace centres nationally in 2021 indicated that just 8.8% of young people accessing these services identify as Aboriginal or Torres Strait Islander. Data collected by 360 Health's three headspace centres across South Metro Perth for the 12 months until 30th June 2023 suggests that, on average, Aboriginal and Torres Strait Islander identifying young people made up about 7.6% of young people accessing services. ABS data collected nationally in 2021 found that 20% of young Aboriginal Australians have a diagnosable mental health concern and suicide rates for Indigenous people in Australia are over twice that of the non-Indigenous population. 360 Health acknowledges a gap in service capability and cultural understanding and is dedicated to improving accessibility to their services across the state for Aboriginal and Torres Strait Islander clients/service participants/ consumers.

In exploring opportunities for collaboration, 360 Health is also seeking to build capacity to provide services to CALD communities having identified health service accessibility for migrant communities as an area of need. Perth has seen an increase in the refugee and migrant communities who call Perth home over the last decade. Most prominently, Cannington, one of 360 Health's catchment areas, saw the greatest amount of new migrant growth in Western Australia in the three years prior to the 2021 ABS census data. 360 Health is keen to improve engagement with CALD communities in WA in recognition that this is a growing demographic; and that there is a history of mental health services lacking the cultural knowledge to adequately service migrant and refugee communities in Western Australia.

360 Health has undertaken a commitment to making sure the services we offer are more accessible and inclusive of all people who identify with the LGBTQIA+ communities. This work will include pursuit of the Rainbow Tick Accreditation and development of meaningful relationships with LGBTQIA+ community organisations. The framework will be underpinning document for this work.

Additionally, 360 Health seeks to improve rights, equity, and inclusion for people with disability. We are particularly aware of this in the delivery of NDIS services. The State Disability Strategy was developed by Department of Communities through consultation with participants and carers. This document identifies participation and contribution, rights, and equity, living well and creating inclusive communities as the pillars for change that will drive greater inclusion in WA.

STATE DISABILITY STRATEGY- PILLARS FOR CHANGE



PARTICIPATE AND CONTRIBUTE

Everyone is involved.



INCLUSIVE COMMUNITIES

Places and attitudes
are welcoming.



LIVING WELL

People are happy and
healthy with the
support they need.



RIGHTS AND EQUITY

Everyone is treated
fairly.

We have consulted this model in development of the Inclusion, Diversity and Wellbeing Framework. Our framework is informed by the language of equity and fair treatment for all members of our community. We seek to support our clients, employees, and broader community to live well with access to the support they need.

A review of quality standards indicates there is a growing expectation from funders and regulators that organisations will grow more sophisticated in their engagement with consumers and carers, beyond feedback to shared planning and decision-making. 360 Health demonstrates a strong foundation in this work, with good organisational values and excellent practice being demonstrated within some services. This framework will inform the development of opportunities for consumer and carers to engage with service design and inform service delivery that represents the diversity of the Lived Experience community.

Section 2: Expected Outcomes

360 Health's Inclusion, Diversity and Wellbeing Framework will become the foundation of inclusive program and service design moving forward, allowing for policy, governance, and practice at the organisation to reflect the diverse community we belong to. This document will be used to guide strategy development at both a whole of organisation and site level.

The Inclusion, Diversity and Wellbeing Framework brings inclusion to the forefront when developing policy, governance documentation, reviewing and improving practice or developing new programs.

This framework will guide us in considering policy and practice review through a lens of inclusion. As new strategies are developed, 360 Health will review current service delivery decisions taking into consideration the impact of these practice decisions on a variety of communities we interact with, provide services to and from which our employees come. This framework is informed by work in the disability, mental health, health, and social support sectors that identifies equity of service as key to improving quality of life for a greater portion of the community. We are dedicated to the pursuit of equity in service provision and improving mental health, health and social outcomes for the people that live in our communities.

Development of this framework is informed by the principles of the Quintuple Aims for Healthcare Improvement model which identifies staff wellbeing, affordable and accessible healthcare, enhancing the healthcare experience, reducing costs, and improving population health as the key pillars of continuous quality improvement in the healthcare space.

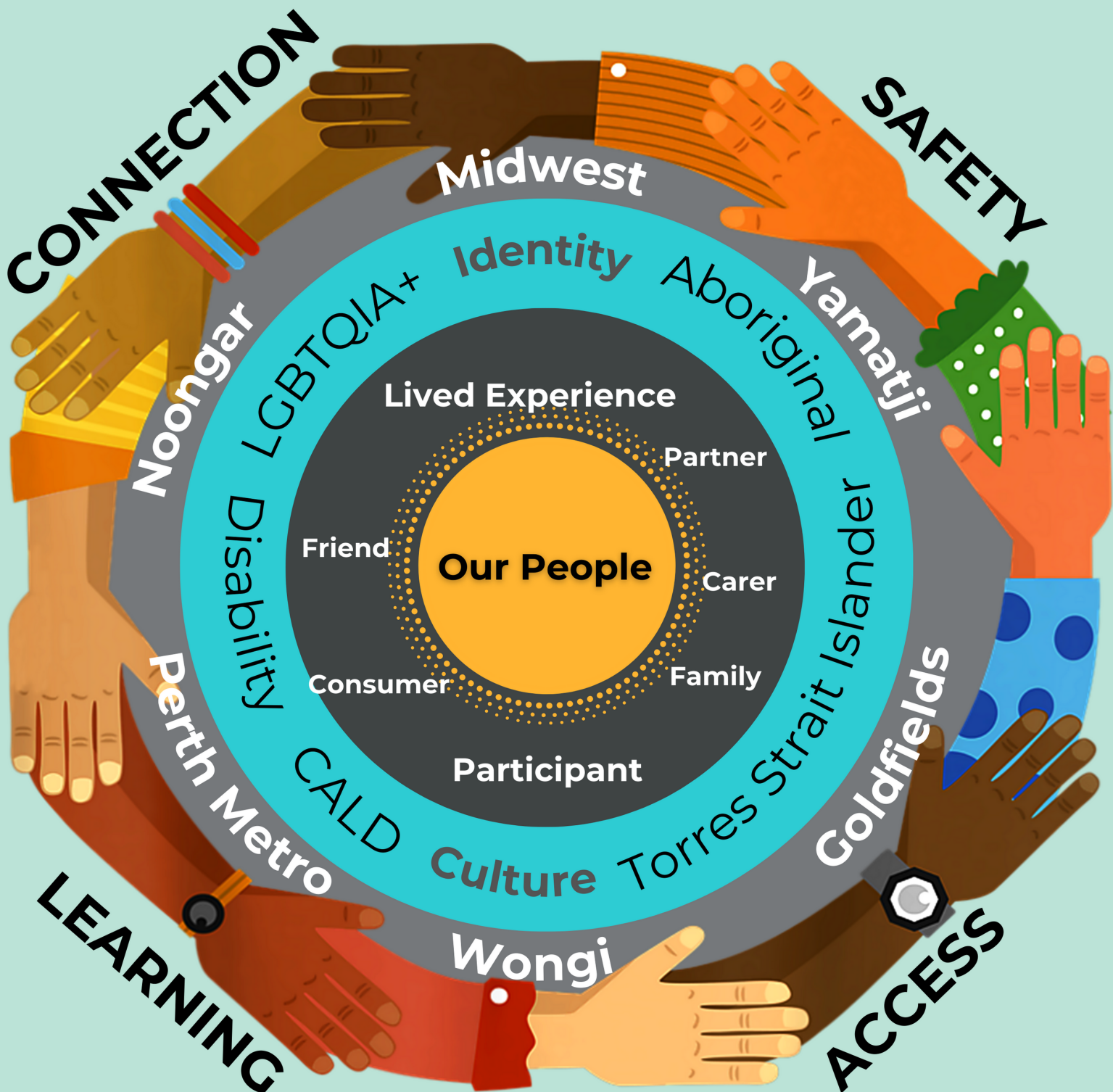


Prior to 2020 this model identified four key aims for healthcare. The addition of staff wellbeing came as a response to the impact of COVID 19 on health industry workforces globally. The period of pandemic related restrictions and the subsequent social fallout has demonstrated the importance of considering the mental and physical wellbeing of employees in care and support services-based workforces and providing visible support for staff as well as promoting self-care. This period has highlighted the correlation between workplaces that create a sense of belonging, perceived support, and workforce retention.

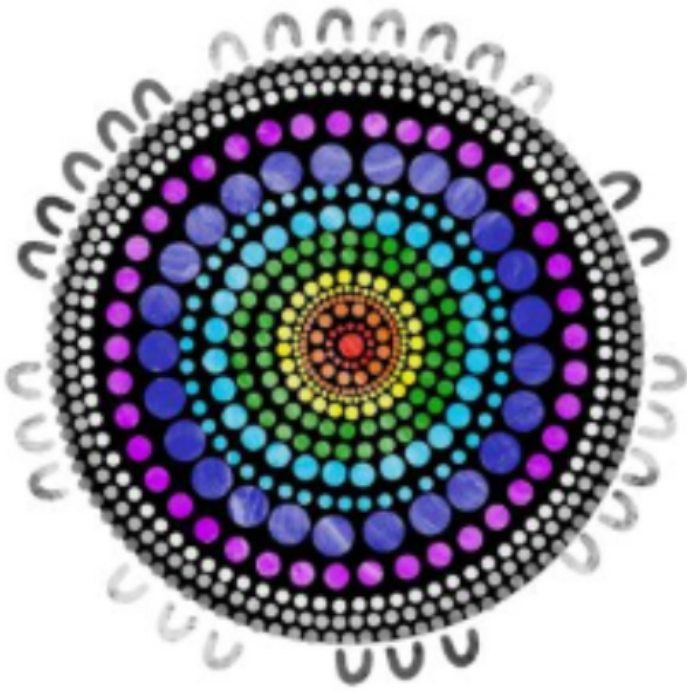
360 Health seeks to be an employer of choice and recognises the need to ensure employee wellbeing is prioritised and supported as an organisation. Moving forward, 360 Health seeks to continually work to provide greater psychological, cultural, and physical wellbeing for our employees which we recognise leads to greater staff retention, more diverse workplaces, and better client outcomes.

Section 3: Framework Model

Our Inclusion, Diversity and Wellbeing Framework



CONNECTION



Descriptor: Building and maintaining meaningful relationships within the organisation, within the health and mental health sector and in the broader community.

Background: Relationship and partnership are recognised as key to improving outcomes for marginalised communities across all the key frameworks and research papers we reviewed. In the beginning work in this area will include identifying what relationships and partnerships already exist for 360 Health in the LGBTQIA+, Aboriginal and Torres Strait Islander, CALD and Lived Experience communities, gaps in this area and potential barriers to further development of relationships.

Within Aboriginal communities, investment in the development of respectful relationships characterised by trust is considered a necessary precursor to entering partnership with Aboriginal and Torres Strait Islander Controlled Organisations (ATCOs).

Similarly, within CALD communities trust and reputation are key to effective partnerships and this begins with genuine interest and connection.

For the Lived Experience community connection, trust and relationship have also been identified by both the National Mental Health Framework and the Mental Health Commission's Lived Experience Framework as being key markers of inclusion and precursors to improved wellbeing outcomes.

Capabilities

- Connection to diverse professional communities.
- Connection to diverse local communities.
- Culture of belonging for employees, clients, carers and community members who engage with 360 Health.

CULTURAL SAFETY CONTINUUM

CULTURAL AWARENESS

Simply being aware that there are differences.

CULTURAL SENSITIVITY

Understanding and respecting cultural differences



CULTURAL SAFETY

Examining privilege while considering historical, cultural and political contexts of racism, discrimination and prejudice

CULTURAL COMPETENCE

Acknowledging one's own culture and acquiring skills for working in cross-culture manner.

Descriptor: Creating trust and fostering a safe environment by considering the physical, psychological, and cultural safety of employees, clients, and members of our broader community.

Background: Creating trust and fostering a safe environment is pivotal to improving accessibility of services to marginalised communities. Research in the CALD, Aboriginal, Lived Experience and LGBTQIA+ communities identify organisations that prioritise the physical, psychological, and cultural safety of both employees and clients as more attractive to work for and engage with.

The development of safe workplaces is an essential forerunner to the strategic goal of establishing a more diverse and inclusive organisation and working effectively alongside diverse communities.

Safety and trust are also key to developing effective relationships and eventually building and maintaining sustainable partnerships.

Capabilities

- Commitment to creating environments that provide physical, psychological and cultural safety for employees, clients and carers.
- Lived Experience (consumer/participant/carer) inclusion, engagement and co-design.
- Inclusive leadership, culture, and governance.

LEARNING



Descriptor: Willingness to engage in continual learning to provide better culturally sound services and promoting curiosity about cultures, experiences and stories of our employees, clients, carers, partners, and broader community.

Background: Openness to continual learning is identified in much of the literature reviewed as the hallmark of an inclusive organisation. This requires a growth mindset and the acknowledgement that we are not always the experts. There is always capacity to learn and develop further and an open mind and the willingness to listen will allow for this to be a continual learning loop.

The Lived Experience community identifies continual learning as a key marker of clinicians and organisations that provide safe, inclusive spaces.

360 Health is also keen to grow the cultural knowledge and capacity of the organisation, upskilling employees wherever possible and providing opportunities for training and ongoing learning about Aboriginal and Torres Strait Islander cultures.

Capabilities

- Commitment to continual learning and improvement.
- Commitment to continually growing the cultural competency of the organisation.
- Culture of respectful curiosity about the diverse cultures, experiences, and stories of our communities.

ACCESS



Descriptor: Improving access to health and social support for communities who may have been locked out of health, legal and financial systems.

Background: Historically some groups of people have been locked out of government, health, education, and financial systems in Australia. Most prominently there is significant research on the impacts of this systemic exclusion on Aboriginal people and communities. The Closing the Gap Reports document the impact of this exclusion, including poorer health and mental health outcomes for Aboriginal people and communities. Given 360 Health works across the areas of health and mental health, improving access to services for Aboriginal and Torres Strait Islander people and other communities who have been historically excluded from the health and support systems in Australia will be key to improving inclusion and wellbeing. Initially this will include identifying current barriers to inclusion and points of difference for programs that already demonstrate greater inclusion, e.g. Street Doctor.

Laws against homosexuality which existed in some states in Australia well into the 1990s also created systemic exclusion for the LGBTQIA+ community in Australia. This has led to poorer mental health outcomes for members of this community and higher rates of substance use and risky sexual practices without easy access to non-judgemental health services.

Capabilities

- Commitment to acknowledging and dismantling systemic barriers that have excluded Aboriginal and TSI people from fair and equitable access to healthcare, mental health support and psychosocial services.
- Commitment to acknowledging and dismantling systemic barriers that have excluded LGBTQIA+ communities from fair and equitable access to healthcare, mental health support and psychosocial services.
- Provision of respectful, culturally sound, and accessible care and support.

Section 4: Strategy

360 Health's 2021-2024 strategic plan identifies four key strategic pillars; our clients, our people, our sustainability and our capability. The Inclusion, Diversity and Wellbeing Framework aligns with these four pillars supporting the goals of improving client involvement, enhancing workplace culture, and meeting organisational needs which will in turn allow for greater sustainability as a healthcare service provider. We have identified the investment in systems, people, and technology in the pursuit of greater collaborative opportunities as key to the increased capability of the organisation and we understand that the work undertaken to improve inclusivity and ensure a diverse workforce will directly impact organisational capacity for interagency collaboration.

STRATEGIC PLAN 2021-2024



OUR CLIENTS

A preferred provider of clients and community, that respects and empowers choice and control to pursue positive health and wellbeing outcomes.



OUR PEOPLE

Become the employer of choice, with a highly skilled, diverse and motivated workforce who collaborate and are efficient in service delivery.



OUR CAPABILITY

Be competitive in contestable markets and guarantee our financial viability and strategic success.



OUR SUSTAINABILITY

A preferred partner who invests in systems, people, and technologies that support collaboration.

Our Clients

Work in the areas of Access and Safety will support our strategic goals of greater client involvement and engaging clients and carer communities in co-design of future programs.

A safer workplace and service experiences for our clients will make people centred client and carer involvement possible.

Our People

Work across all areas of the Inclusivity and Wellbeing Framework supports the strategic goals we have identified in this space. The ongoing improvement of workplace culture and a more stable workforce is underpinned by the safety and connection our people experience working at 360 Health. Ongoing review of the practices and environmental factors that contribute to our employees cultural, physical, and psychological safety will allow us to maintain a stable workforce. We aim to create a sense of belonging for staff and realise that this is underpinned by clear communication, transparency, and the provision of opportunities to contribute to the growth and development of 360 Health in a meaningful way.

Our Sustainability

The commitment of time and resources to improving access to service for communities who have experienced marginalisation and exclusion from health systems is something funding bodies increasingly expect from funding applicants.

360 Health recognises that we are at a point in history where, as an organisation, we can be part of systemic change that opens doors and creates better health outcomes for the whole community.

Our Capability

360 Health has identified further development of our collaborative relationships within our local communities and professional communities as key to greater capacity building.

The Learning pillar of the Inclusivity and Wellbeing Framework captures much of the ongoing cultural knowledge development that is required to collaborate authentically with Aboriginal controlled and run organisations. Work in this space has already begun with the development of our first Reconciliation Action Plan (RAP). Learning will also be key to greater collaboration with CALD and LGBTQIA+ communities.

Connection is key to creating and maintaining sustainable and meaningful interagency relationships. 360 Health recognises that authentic relationships in the health sector require sustained commitment to learning, connection and ongoing evolution as an organisation.

Section 5: Implementation

360 Health's Inclusion, Diversity and Wellbeing Framework will be implemented across the organisation over the next 12 months. This implementation will begin with the executive team, with feedback from the 360 Health Board, working to develop broad strategies for the organisation that sit under the target inclusion areas; Aboriginal and Torres Strait Islander communities, CALD communities, LGBTQIA+ communities and Lived Experience (client and carer) communities. Inclusion and wellbeing strategies will be informed by our four-year strategic plan and the lessons of; the federal government's Cultural Respect Framework (published in 2016), The Closing the Gap reports, the WA Mental Health Commission's Lived Experience (Peer) Workforce Development Guidelines, Diversity WA's reports, WAPHA's LGBTQIA+ Equity and Inclusion framework, the Rainbow Tick Accreditation guidelines, State Disability Strategy 2020-2030, and the various national accreditation standards 360 Health works within.

Following a period of executive level strategic work our teams will work to develop local strategies that promote quality improvement within their sites and broader community context. Members of the executive team will work with site managers and employees to develop these strategies and ensure connection to broader organisational strategies.

What we will do

- Training
 - Cultural Awareness training,
 - On-Country sessions
 - Multicultural training with Multicultural Futures,
 - LGBTQIA+ training- Opening Closets with Living Proud
- Rollout of new Carer, Consumer, Family and Friends Payment Policy and related guidelines
- Work to develop relationships with other NGO's and community groups with a view to diversifying partnerships and connecting clients, carers, and families to a broader range of supports that are culturally sounds and best meet the needs of the individual.
- Development and implementation of the Reflect Reconciliation Action Plan
- Review all relevant policies and procedures to align with Rainbow Tick Accreditation
- Internal workshops to provide further education on client and carer engagement.
- Strategy development workshops for each site/program

How we will measure success

- Review of all policy and procedure to align with Rainbow Tick Accreditation.
- Report to Reconciliation Australia on outcomes of Reflect RAP.
- Monitor and record training completion rates.
- Employee engagement surveys.
- Assessment against Australian Workplace Equality Index.
- Undertake multicultural engagement survey.

References

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- headspace National Youth Mental Health Foundation (2017) The Headspace Model Integrity Framework
- Health Consumers Council WA (2021) Health Consumers Council Strategy Plan 2021-2023
- National Disability Insurance Agency (2022) NDIA Engagement Framework: Strengthening our relationship with the disability community and enabling co-design
- National Disability Insurance Agency (2022) NDIA Inclusion and Diversity Framework
- neami national (2017) Diversity and Inclusion Framework
- Safe Work Australia (2019) Work-related Psychological Health and Safety: A systemic approach to meeting your duties, *National guidance material*
- The Western Australian Alliance to end Homelessness (2022) Ending Homelessness in Western Australia 2022
- WACOSS (2019) WACOSS Outcomes Measurement Framework
- WA Mental Health Commission (2021) The Western Australian Lived Experience (Peer) Workforce Framework
- WA Primary Health Alliance (2022) Midwest Needs Assessment 2022-2024
- WA Primary Health Alliance (2023) Aboriginal Cultural Competency and Capability Framework
- WA Primary Health Alliance (2023) LGBTQIA+ Equity and Inclusion Framework
- WHO Quality Rights Toolkit
- 360 Health + Community Impact Statements
- DiverseWA - an initiative of the Department of Local Government, Sport and Cultural Industries

**For more information about
360 Health + Community
and the services we offer:**



1300 706 922



info@360.org.au



360.org.au



[linkedin.com/company/360healthcommunity](https://www.linkedin.com/company/360healthcommunity)



[facebook.com/360healthcommunity](https://www.facebook.com/360healthcommunity)