

Eastern Metropolitan Region

Cultural Planning Tool

Action Plan

January 2007

Analysis Report

by

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home and community care

A JOINT COMMONWEALTH AND STATE/TERRITORY PROGRAM
PROVIDING FUNDING AND ASSISTANCE FOR AUSTRALIANS IN NEED



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The authors, contributors, the Migrant Information Centre (Eastern Melbourne) and EMR can accept no liability for errors or omissions in this report.

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Glossary

AMES	Adult Migration Education Services
CALD	Culturally and Linguistically Diverse
CEGS	Culturally Equity Gateway Strategy
CPT	Cultural Planning Tools
CSO	Community Service Organisations
DHS	Department of Human Services
EMR	Eastern Metropolitan Region
HACC	Home and Community Care
LGA	Local Government Area
MIC	Migrant Information Centre (Eastern Melbourne)
MRC	Migrant Resource Centre
NAATI	National Accreditation Authority for Translators and Interpreters
PAG	Planned Activity Group
PCP	Primary Care Partnership
SCTT	Service Coordination Tool Templates
TIS	Translating and Interpreting Service
VITS	Victorian Interpreting and Translating Service

Executive Summary

The Department of Human Services (Eastern Metropolitan Region) (EMR) in partnership with the Migrant Information Centre (Eastern Melbourne) (MIC) collates and analyses the data from the Cultural Planning Tools (CPT) of all Home and Community Care (HACC) funded Community Service Organisations (CSO) in the Eastern Metropolitan Region. EMR received the CPT action plans for the year of 2005/2006 between June 2005 and August 2006. This report provides an analysis of the strategies implemented in 2005 and the strategies nominated by organisations for implementation in 2006.

Eighty-three CPT action plans were received for the year of 2005/2006 which included 70 mainstream organisations and 13 ethno specific organisations. The return rate of CPT action plans in 2005/2006 was 96.5%.

For this report EMR selected four objectives for further analysis:

- ***Objective 3.4: Processes in place for coordination and/or referral with other relevant agencies***
- ***Objective 2.1: Interpreters/Translators are utilized as required***
- ***Objective 2.2: Guidelines are in place for the use of interpreters***
- ***Objective 2.3: Availability of interpreter actively promoted in multiple languages***

Processes in place for coordination and/or referral with other relevant agencies (Objective 3.4)

A variety of strategies were nominated and implemented under Objective 3.4. From the strategies, mainstream organisations demonstrated that they were keen to link with local/regional CALD networks, ethno specific organisations or community groups. Examples of strategies implemented included the development of referral protocols and policies, to enhance the coordination and referral process, especially linked to the Primary Care Partnership (PCP) service coordination tool. Due to the implementation of the Culturally Equity Gateway Strategy (CEGS) project in the East, the three participating councils (Whitehorse, Monash and Manningham) also indicated that they developed new protocols and procedures to receive referrals from ethnic groups. Organisations continue to indicate that active participation in networks or meetings that related to cultural issues were important.

Similarly to the previous year, the 2005-2006 CPT action plans had a focus on developing referral systems between ethnic groups and mainstream organisations. Key strategies that ethno specific organisations have nominated/implemented include:

- Updating information about mainstream service providers
- Attending networks
- Strengthening relationships with mainstream service providers
- Development of referral protocols

In monitoring the implementation and outcome of 2005/2006, 111 strategies were nominated by mainstream organisations, 56 strategies (50%) were rated “easy/very

easy” to implement and the outcomes were “effective/very effective”. In addition, 13 strategies were nominated and monitored by 8 ethno specific organisations. Four nominated strategies (31%) that were rated “easy/very easy” and “effective/very effective”.

Language Services (Objective 2.1, 2.2 and 2.3)

In 2005/2006, sixty-four organisations nominated and implemented 318 strategies under “Language Services”. A wide range of innovative and effective strategies have been reported. The key categories of strategies under Language Services were:

- *Training on using of interpreters/translators*
- *System in place , review and monitoring of language services*
- *Development of policy, procedures and guidelines*
- *Information about language services*
- *Use of bilingual staff/volunteers*
- *Translation of materials*
- *Staff training*
- *Methods of promoting the availability of interpreters*

Eighty out of the 114 strategies (70%) were reported “easy” or “very easy” to implement, and were “effective” or “very effective” under Objective 2.1. Seventy-three out of the 99 strategies (74%) were reported easy and effective under Objective 2.2. And 66 out of the 105 strategies (63%) were reported easy and effective under Objective 2.3.

Compared to the other objectives of CPT action plan, strategies nominated under “Language Services” were comparatively easier to implement. The average implementation rate of “Language Services” category (average of Objective 2.1, 2.2 and 2.3) was 85%, which is higher than Objective 3.4 “Coordination and referral” implementation rate 77%.

As with the other objectives, organisations reported different levels of ease in implementing the same strategy. The size of the organisation is one of factors that impacts on the easiness of implementing strategies, in general smaller organisations found it more difficult to implement language service strategies due to limited budget and resources available within their own organisations. Change of staff also contributed to no action taken or not implemented strategies. A number of organisations reported that due to staff changes, it was difficult to report and monitor the nominated strategies from last year. It showed that some HACC organisations have not developed a mechanism to handover the CPT action plan to their new staff. Therefore, loss of information and continuity of the action plan were reported by the organisations.

Compare to mainstream organisations (318 strategies were nominated from 70 CSOs), ethno-specific organisations have less nominated strategies (41 strategies from 13 CSOs) under Language Services, because most organisations speak a common language with the clients and bilingual workers are employed. However ethno-specific organisations do have policies and procedures in place if an interpreter is

required. In relation to materials for clients, ethno specific groups always provided bilingual information to their clients, and materials were always translated in their targeted client's languages. Use of bilingual workers to communicate with clients and to translate materials was common practice within the ethno specific groups. Recruitment and retention of bilingual workers/volunteers is important for ethno specific groups. However, some groups experienced difficulties to recruit appropriate bilingual workers and volunteers.

Compared to the previous reporting period, the CPT returns of 2005/2006 reflected a stronger understanding on how to develop and implement services to meet the needs of clients from a CALD background. It was evident from the returns that a number of organisations were planning and delivering culturally appropriate services to their clients and establishing relationships with local CALD communities. More organisations had demonstrated that their ability to provide better language service support to the CALD communities had been strengthened.

1. Introduction

The Department of Human Services (Eastern Metropolitan Region) (EMR) in partnership with the Migrant Information Centre (Eastern Melbourne) (MIC) collates the data from the Cultural Planning Tools (CPT) of all Home and Community Care (HACC) funded Community Service Organisations (CSO) in the Eastern Region. This data is then analysed and feedback is provided to the sector.

The first CPT Analysis Report for the period 2001 – 2003 was published in May 2004. The report provided a summary of strategies implemented across the Eastern Region in the financial year 2001/2002 and provided examples of strategies implemented by organisations in the same period. The report also summarised strategies that organisations had nominated for implementation in 2002/2003. The second CPT Analysis Report was published in September 2004, the report provided an analyses of the strategies implemented in 2002/2003 and 2003/2004 and the strategies nominated by organisations for implementation in 2004/2005.

EMR received the CPT action plans for the year of 2005/2006 between June 2005 and August 2006. This report provides an analysis of the strategies implemented in 2005 and the strategies nominated by organisations for implementation in 2006.

2. Statistics of CPT Action Plan Returns

Total number of CPT action plans returned

<i>Year</i>	<i>Number of plans returned to DHS</i>	
	<i>Mainstream Agency</i>	<i>Ethnic Agency</i>
2005/2006	70	13

* Eastern Region received 96.5% (83 out of 86) return rate of CPT action plans in 2005/2006.

3. A summary of best practice strategies that have been nominated by mainstream and ethno specific organisations and some comparison

In the Eastern Region, HACC funded agencies identified a number of creative and effective strategies. For this report EMR selected four objectives for further analysis. This selection reflected one objective that was selected in the previous report.

- *Processes in place for coordination and/or referral with other relevant agencies. (Objective 3.4)*

The focus of this objective will be the implementation and monitoring of strategies identified in previous years and also the impact of statewide/regional projects on the work undertaken between the ethnic sector and mainstream agencies. The other objectives selected are:

- *Interpreters/Translators are utilized as required (Objective 2.1)*
- *Guidelines are in place for the use of interpreters (Objective 2.2)*
- *Availability of interpreter actively promoted in multiple languages (Objective 2.3)*

The analysis of these objectives will focus on the language services undertaken by organisations in 2005-2006.

Moreover, there are 13 ethno-specific organisations in the EMR, the culturally and linguistically diverse (CALD) sector has been looked at separately because of their unique approach to the CPT process. Ethno specific organisations are not looking to increase the access to their services by CALD clients but to examine the potential to work with mainstream organisations to better meet the needs of their clientele through partnership and information.

In this section, a number of best practice strategies are listed and key findings are analysed. A detailed summary of strategies reported by mainstream and ethno specific organisations for the four selected objectives is included in the Appendix 2.

3.1 Objective (3.4): Processes in place for coordination and / or referral with other relevant agencies
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3.1.1 Summary of strategies listed and monitored by mainstream organisations:

- ***Category 1 – Collecting/Updating organisation list and resources:***
 - Make contact with ethnic and advocacy agencies to ensure information on services for CALD clients are available.
 - To establish a list of CALD resources available to all staff, including agency contacts, useful website and cultural resources.
 - Establish a user friendly CALD database system and update the database on a regular basis.

- ***Category 2 - Establish relationships and develop protocol:***
 - Networking with ethnic and advocacy agencies to promote services and improve inter-organisation relationship.
 - To establish and maintain a relationship with CALD agencies, groups and services locally to provide accessible pools of information on supports for other agencies and for the clients.
 - Ongoing review and monitoring of all referrals in line with Service Coordination Tool Templates (SCTT)
 - Formalise and update the existing referral process in the Policies and Procedures manual.
 - Discuss options for developing interagency protocols through the Culturally Equity Gateway Strategy (CEGS) project.

- ***Category 3 - Others:***
 - Track the number of referrals from ethno-specific agencies.
 - Develop evaluation forms for English as Second Language (ESL)/Literacy students seeking knowledge of their needs that we can deliver or refer them to.

3.1.2 Strategies nominated by ethno specific organisations:

- Obtaining and implementing the appropriate software for the electronic use of SCTT tools - providing it is financially affordable.
- Through CEGS Project, staff will be trained with councils' staff arranged as an exchange program to better understand council assessment process and to form an effective working relationship.
- Promote partnership with the Councils to better access HACC Basic Services.
- Attending meetings/in-services with other ethnic services organisations.

3.1.3 Analysis:

Compared to the previous reports there was an increase in the number of organisations reporting their implementation progress under objective 3.4, “Processes

in place for coordination and/or referral with other relevant agencies.” From 58 organisations in the previous report to 65 organisations in 2005/2006. A variety of strategies were nominated and implemented. From the strategies, organisations demonstrated that they were keen to link with local/regional CALD networks, ethno specific organisations or community groups. Examples of strategies implemented included the development of referral protocols and policies, to enhance the coordination and referral process, especially linked to the PCP service coordination tool. Due to the implementation of the Culturally Equity Gateway Strategy (CEGS) project in the East, the three participating councils (Whitehorse, Monash and Manningham) also indicated that they developed new protocols and procedures to receive referrals from ethnic groups.

Organisations continue to indicate that active participation in networks or meetings that related to cultural issues were important. Participation in such networks/meetings would strengthen the organisation’s ability to make appropriate referrals and coordinate with the group, including updating relevant information and contact details. In general all of the strategies were relevant to the objective.

In monitoring the implementation and outcome of 2005/2006, 111 strategies were nominated by mainstream organisations, 56 strategies (50%) were rated “easy or very easy” to implement and the outcomes were “effective or very effective”. Strategy examples in this category included:

- Make contact with ethnic and advocacy agencies to ensure information on services for CALD clients are available.
- To establish a list of CALD resources available to all staff, including agency contacts, useful website and cultural resources.
- Attend regional/local network meetings and seminars relating to the CALD target groups.
- Ongoing review and monitoring of all referrals in line with SCTT.
- Discuss options for developing interagency protocols through the Culturally Equity Gateway Strategy (CEGS) project.

Twenty-three strategies (21%) were rated “not easy” but “effective”, examples of strategies included:

- Staff to become more proficient in using the SCTT tools as a means of identifying and co-coordinating referrals to other agencies.
- Implementation of service coordination tools as common tools for initial needs identification and interagency referrals.
- A more in-depth needs assessment (population health survey) will be done that includes targeting CALD clients. With these results general eligibility criteria for services will again be reviewed.
- Attend regional/local network meetings and seminars relating to the CALD target groups.

Most organisations found that attending CALD related network meetings were very effective and helpful to link to CALD groups and to discuss CALD issues. However, for smaller organisations they found it difficult to attend meetings on a regular basis, due to limited staffing.

Seven strategies were rated “not easy” and “not effective”, 4 strategies were “not easy” and “not implemented”. Example of this category:

- Assessments staff adhere to the PCP protocols for referral and consultation between agencies.
- Include a liaison role with other CALD agencies in the Service Coordinator’s work plan.
- Track the number of referrals from ethno-specific agencies.

Most organisations reported that they started to use PCP SCTT tool to process referrals. These organisations found that a standardized tool is helpful and effective; however, some organisations indicated that SCTT tool was not easy to implement because not all organisations are using the same tool in referral at the moment. The other difficulty was the compatibility of individual organisation’s Information system with the SCTT tool. Some organisations experienced difficulties to abstract information from their Information system to the SCTT format. Limited knowledge about computers/software of staff also contributed to the difficulties in the implementation process of referral.

A number of organisations also indicated that most of the policy, procedure or protocols were in place when the organisations started to develop their CPT action plans a few years ago. Therefore, for some organisations it was the matter of updating or reviewing their policy or procedure. Please see Figure 3.1a for comparison of the percentage of effectiveness and easiness of implemented strategies between mainstream and ethno specific CSOs.

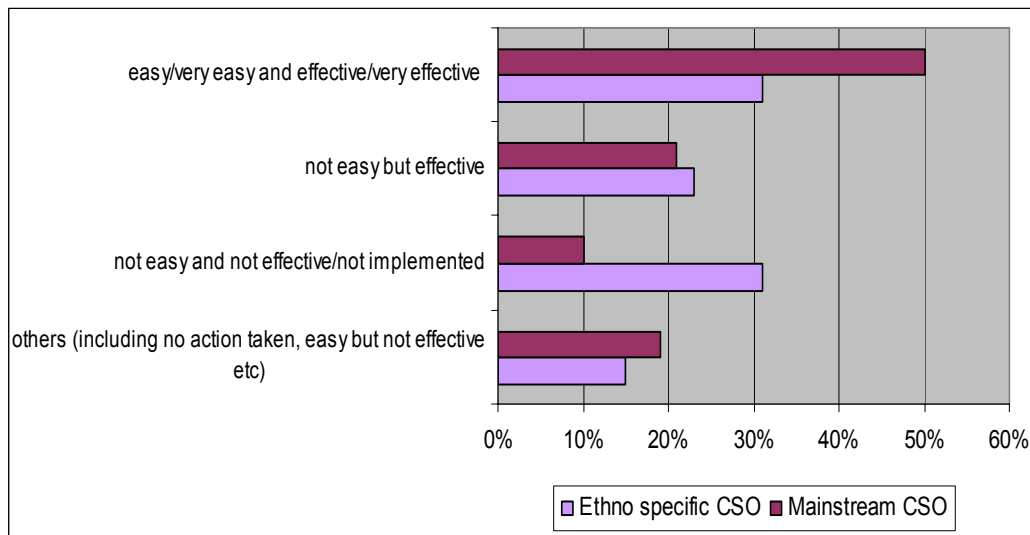


Figure 3.1a Comparison of the percentage of effectiveness and easiness of implemented strategies between mainstream and ethno specific CSOs

In 2005-2006, the CEGS and PCP SCTT tool had significant impacted on the focuses of Objective 3.4. Similarly to the previous year, the 2005-2006 CPT action plans had a focus on developing referral systems between ethnic groups and mainstream

organisations. Key strategies that ethno specific organisations have nominated/implemented include:

- Updating information about mainstream service providers
- Attending networks
- Strengthening relationships with mainstream service providers
- Development of referral protocols

In monitoring the outcome of ethno specific organisation of 2005-2006, 13 strategies were nominated and monitored by 8 organisations. Four nominated strategies (31%) that were rated “easy/very easy” and “effective/very effective”, strategies in this category included:

- The association will update the agency list every year.
- Referral system in place for members through mainstream services.
- The president will continue to attend the HACC CALD Network meeting, so we can invite agencies to talk to our group members about different services.

Three strategies (23%) were rated “not easy” but “effective”, strategies include:

- Attending meetings/in-services with other ethnic services organisations

While ethno-specific organisations on the whole find attending network meetings/working groups very effective, some organisations find it difficult to attend due to staffing and time limitations.

Four strategies (31%) were rated “not easy” and “not effective” and “not easy and “not implemented”:

- Staff have been trained to use the electronic SCTT tools but the implementation of the electronic SCTT tools has not taken place because of a lack of a financial resources.
- Through CEGS Project, Staff will be trained with Councils' staff arranged as an Exchange Program to better understand council assessment process and form an effective working relationship.

Ethno-specific organisation reported that the implementation of the SCTT tool for assessment and referral was “not easy” due to lack of financial resources; the fact that it was labour and time intensive and that organisations were using different referral methods.

Culturally Equitable Gateway Strategies (CEGS) was another area indicated by the ethno specific organisations as “not easy” as CEGS involved a variety of organisations (small to large) across regions and organisations needed to work together to achieve a common goal. For a number of organisations CEGS will be a significant part of their cultural planning for the coming 3 years.

3.2 Objective (2.1): Interpreters/Translators are utilized as required

3.2.1 Summary of strategies listed and monitored by mainstream organisations:

- ***Category 1 – Training on using of interpreters/translators:***
 - Including use of interpreters in ongoing organisational professional development calendar.
 - Continue training in access and use of interpreter services at orientation of new staff.

- ***Category 2 –System in place , review or monitoring of language services:***
 - Staff to use interpreters at assessment, and at other times, when required, to meet needs of CALD consumers. Staff use interpreters with clients at reception, during assessments and interviews, and on the telephone when required.
 - Bring all new staff/volunteers up to date regarding all aspects of using interpreters and translators.
 - Use of Interpreters is an item for discussion at a staff/ volunteer meeting.
 - Usage of interpreters will be monitored. Business plan documents the objective of increasing the episodes of care conducted with the assistance of interpreters.

- ***Category 3 – Development of policy and procedures:***
 - Formal procedure to be developed regarding the use of interpreting and translating services, through review of service policies and procedures.
 - Inform staff and volunteers of language service policy and where the information can be accessed.

- ***Category 4 –Information about language services:***
 - Access information on availability, contacts, costs of using interpreters/translators.
 - To identify and produce a directory of culturally specific agencies that can provide an interpreter service and/or access to the support service required by the client.
 - To display VITS/TIS¹ phone numbers near the Day Centre phone.

- ***Category 5 – Use of bilingual staff/volunteers:***
 - Bilingual staff are available in cultural specific program.

¹ Victorian Interpreting and Translating Service (VITS) was funded to deliver the Department of Human Services language services credit line until 1st October 2006. From 1st September 2006 On-Call language service has been the preferred provider.

- Develop a list of internal interpreters from existing staff.
- Ensure that multi/bi-lingual home carers are available and matched to clients whose communication needs would be better served by staff able to communicate in the client's native language.
- Volunteers who speak community languages are utilised as appropriate for assisting people in activities.

- **Category 6 – Translation of materials:**
 - Continue to work with Primary Care Partnerships with the translation of brochures.
 - Translate the Home Maintenance brochure into several community languages.
 - To have the Social Support pamphlet translated into a number of different languages and distributed to CALD specific groups and agencies.
 - Availability of interpreters is actively promoted - signs and written material are placed in Reception areas, - information contained in Client Rights & Responsibilities procedure and Client handout (provided at assessment), information contained in Advocacy procedure and Client handout (provided at assessment).

- **Category 7 –Others:**
 - Finding list of services that clients can access to assist independent living e.g. supermarket where they have Italian speaking staff.

Some strategies should be placed in Objective 2.3 “Availability of Interpreters actively promoted in multiple languages”:

- To display a language identification map at the entrance to service site.
- Inform all new and existing clients about the availability of interpreters should they be required.
- Continue to display the up-to-date TIS Poster
- Pamphlet outlining availability of interpreters/translators in community languages to be developed and included in staff/volunteers orientation manual

The following strategy should be placed under Objective 3.4 “coordination and referral with other relevant agencies”:

- To continue strengthening networks with the CALD communities.

3.2.2 Summary of strategies listed and monitored by ethno specific organisations:

- Continue providing an interpreter for people who require an interpreter on an ongoing basis and develop appropriate tools to evaluate the effectiveness of the interpreting process.
- Interpreters are used for clients and are booked on behalf of clients if and when they are communicating with mainstream service providers. Interpreters are also used for forums and community educational purposes.
- Continue to recruit bilingual staff and volunteers who may act in an interpreter capacity if considered appropriate.
- To investigate resources available to members regarding opportunities to access interpreters at medical, Centrelink and other appointment.

3.3 Objective (2.2): Guidelines are in place for the use of Interpreters

3.3.1 Summary of strategies listed and monitored by mainstream organisations:

- ***Category 1 – Develop, review or monitor guidelines***
 - Language Services Policy to be reviewed in relation to the development of Community Care Policy and Procedures.
 - The service will develop a policy and procedures regarding the use of interpreters.
 - Complete staff manual which includes guidelines on the use of interpreters.
 - As part of our Quality Planning process a CALD Working Party has been formed with the aim of raising the profile of CALD issues within the organisation. Written protocols and policies for use of interpreters will become an Action Plan as part of this process.
 - All staff are aware of the availability of interpreters and the guidelines in place.
 - Ongoing refinement of processes aligned to using the PCP tools particularly SCTT

- ***Category 2 – Staff training***
 - Staff training session this year to include a practice run through of the policy and the practical use of interpreter telephone service.
 - Schedule Migrant Information/Resource Centre sessions re appropriate use of interpreters on annual basis
 - Assessment Staff will undertake further training on using interpreters.

- ***Category 3 – Information on language services:***
 - Staff will be informed on how to access the organisation's interpreter service. Methods employed in provision of information include: Home Carers newsletter, distribution of printed material such as flyers, and posters displayed in the HACC office.
 - CALD resource folder includes protocols for interpreter use and is maintained and updated as required.
 - Appraise all new staff about the Cultural Resource File and guidelines for the use of interpreters placed at the front of the file.

- ***Category 4 –Others:***
 - Contacts will be made for advocacy and support through each individual client profile and care plan.
 - Reproduce procedures on how to access interpreter services in a poster format for permanent display in the office. This will prove more effective than an annual refresher session as the information is immediately available and accessible to all staff, including tutors and new staff members.

- A work instruction in the form of a flowchart for the use of interpreters is available to all staff.

3.3.2 Summary of strategies listed and monitored by ethno specific organisations:

- Ensure implementation of policy by all staff (including new staff) through regular training sessions and reminding sessions.
- Use Interpreter services in accordance with current guidelines and principles.

3.4 Objective (2.3): Availability of Interpreters actively promoted in Multiple languages
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3.4.1 Summary of strategies listed and monitored by mainstream organisations:

- ***Category 1 –Methods of promoting the availability of interpreters:***
 - Continue to display signs regarding the availability of interpreters/translators and advice regarding interpreter availability will be sent out with information pack to new clients.
 - Promotion of availability of interpreters will be encompassed in the information Strategy.
 - Client Handbook to be revised in 2004/05 to ensure that information regarding interpreters and translators is readily available to people from CALD backgrounds
 - Obtain VITS language map and TIS language card and display them in reception area/waiting room.
 - To develop an insert to be placed in promotional brochures that will advertise the availability of language services including the use of interpreters.
 - Send letters to referral organisations stating interpreters are available on request.

- ***Category 2 –Translation of materials:***
 - All literature given to CALD clients is printed in relevant language as well as English.
 - Client satisfaction survey scheduled to include community language translations.
 - Increase the number of Help sheets and other Alzheimer Australia Victoria (AAV) resources to be translated into other community languages and modalities, based on priority groups e.g. videos, DVD's audiotapes.

- ***Category 3 –others:***
 - Cultural Awareness Orientation kit will be distributed to all direct care workers.
 - Continue to seek funds for translation of organisation information.
 - Purchase the resource under development entitled Community Words and has contributed some ideas to useful phrases to be included to manufacturer.
 - Continue to use and research DHS and other websites for other related information on interpreters/translators in various community languages.
 - A library of available resources in community languages is to be set up. General information on services available, as well as information on specific conditions such as dementia, is to be included. This library will be accessible to all staff, including carers and interpreters.

3.4.2 Summary of strategies listed and monitored by ethno specific organisations:

- Australian Greek Welfare Society CEGS Promotional Marketing Model. Promotions of services to Greek communities occur through the electronic and print media. Through presentations at seniors and social clubs. Via the telephone, group & individual work. At festivals, other events and through networks.
- Provides a general information booklet on all the services for residential and community care in both languages.
- Survey on the use of Lao interpreters and its effectiveness.
- Recruitment of bilingual worker and volunteers to facilitate better communication.

3.5 Analysis of Language Services (Objective 2.1, 2.2 and 2.3):

In 2005/2006, sixty-four organisations reported on their nominated strategies under “Language Services”, see Figure 3.5a for the number of strategies nominated under each objective.

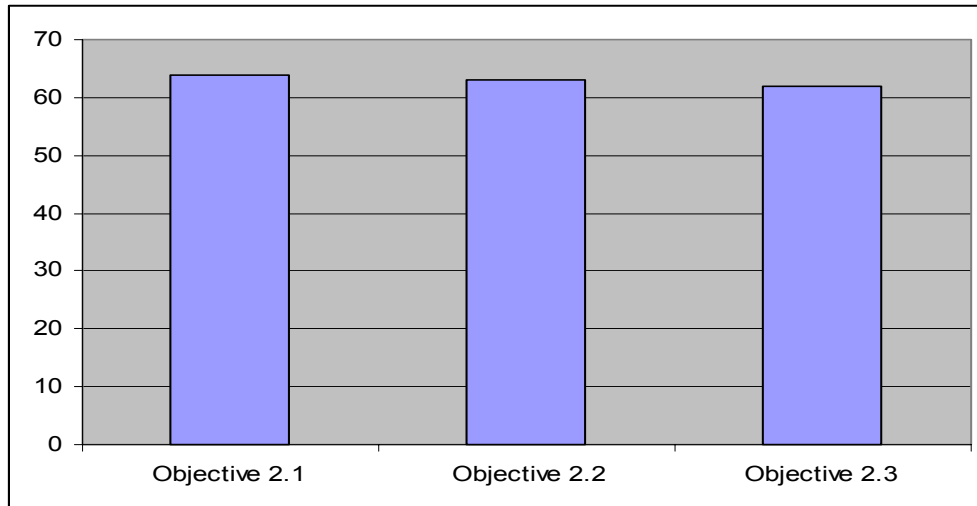


Figure 3.5a Number of strategies nominated under each objective by Mainstream CSOs

In general, almost all of the nominated strategies were relevant to the “Language Services”, however, there were a lot of overlapping in terms of placing strategies under objective 2.1, 2.2 and 2.3. For example, a large number of organisations reported that policy or procedure were in place in relations to using interpreters under objective 2.1, these strategies were placed under objective 2.2 as well.

Compare to mainstream organisations (318 strategies were nominated from 70 CSOs), ethno-specific organisations have less nominated strategies (41 strategies from 13 CSOs) under Language Services, because most organisations speak a common language with the clients and bilingual workers are employed. However ethno-specific organisations do have policies and procedures in place if an interpreter is required. In the following sections, analysis of Language Services for mainstream and ethno specific organisations will be listed separately to reflect their individual needs.

3.5.1 Analysis of Language Services for mainstream CSOs

A wide range of strategies were nominated under **Objective 2.1 “Interpreters/translators are utilised as required”** and they were very innovative and helpful for organisations in terms of improving their language services to their CALD clients. 114 strategies were nominated, the key categories of strategies under this objective were:

- *Training on using of interpreters/translators*
- *System in place , review and monitoring of language services*
- *Development of policy and procedures*
- *Information about language services*
- *Use of bilingual staff/volunteers*
- *Translation of materials*
- *Others*

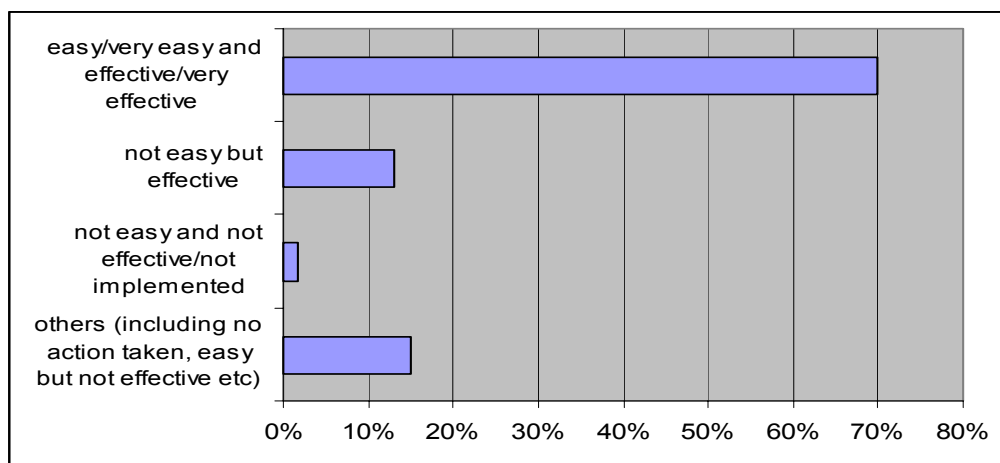


Figure 3.5b Percentage of effectiveness and easiness of implemented strategies (under Objective 2.1) of mainstream CSOs

Eighty out of the 114 strategies (70%) were reported “easy” or “very easy” to implement, and were “effective” or “very effective”. There were 15 strategies (13%) were reported “not easy” to implement but were “effective”. Examples of strategies are:

- Survey current students to ask if they would be prepared/ able to translate documents. Use these interpreters to assist in booklets and notices.
- Bring all new staff/volunteers up to date regarding all aspects of using interpreters and translators
- Staff to use interpreters at assessment, and at other times, when required, to meet needs of CALD consumers. Staff use interpreters with clients at Reception, during assessments and interviews, and on the telephone when required.

Only 2 strategies were reported “not easy” and “not effective”, they were:

- Ensure at least two staff members working on CALD program days are fluent in Italian and are educated to relay any concerns to manager.
- Finding list of services that clients can access to assist independent living e.g. supermarket where they have Italian speaking staff.

Some organisations reported that there was no increase number of using interpreters/translators in that period, therefore they reported this strategies as not effective. However, from CALD service planning point of view, language service strategies cannot be a standalone strategy. The organisations need to have other promotion/communication strategies to increase the number of CALD clients. See Figure 3.5b Percentage of effectiveness and easiness of implemented strategies (under Objective 2.1) of mainstream CSOs.

A number of organisations reported their use of bilingual staff and volunteers in service delivery. Some organisations found that bilingual staff and volunteers were very helpful in communicating with CALD clients especially during activity sessions. However, organisations needed to be aware that most volunteers were not professional interpreter/translator, information translated by volunteers needed to be checked by a professional body, otherwise, it would affect the organisation's professional image if mistranslations occurred.

In relation to **Objective 2.2 “Guidelines are in place for the use of interpreters”**, there were 99 nominated strategies, the key categories were:

- ***Develop, review or monitor guidelines***
- ***Staff training***
- ***Information on language services***
- ***Others***

There were a lot of overlapping strategies between Objective 2.1 and 2.2. For some organisations, they put staff training and use of language services under 2.1 and placed developing policy and procedure under 2.2. For the other organisations, they placed developing and monitoring of policy and procedure in both objectives. There was no preference how to place the language service strategies in a particular objective in this case, because these strategies were interlinked and interacted with each other.

Seventy-three out of the 99 strategies (74%) were reported “easy” or “very easy” to implement, and were “effective” or “very effective”. There were 8 strategies (8%) were reported “not easy” to implement but were “effective”. Examples of strategies are:

- Staff to participate in relevant training/information sessions provided by Peter James Centre Ethnic Services Development Officer and MIC. These strategies are discussed in staff meetings.
- Continue working with staff to ensure their understanding of the guidelines for use of interpreters.
- Continue to liaise and participate in meeting with transcultural workers.

There were 2 strategies were reported “not easy” and “not effective”:

- Staff working on CALD days are given written job description and educated to be observant, ensuring time is given to a client who approaches them with a concern and that reporting to the manager is both confidential and accurate.
- Endeavour to recruit Volunteers who speak Italian and Greek.

Only 2 strategies were reported “easy” but “not effective”. However, there was no explanation provided by the organisations to explain why the strategies were “not effective”. Figure 3.5c shows the percentage of effectiveness and easiness of implemented strategies (under Objective 2.2) of mainstream CSOs.

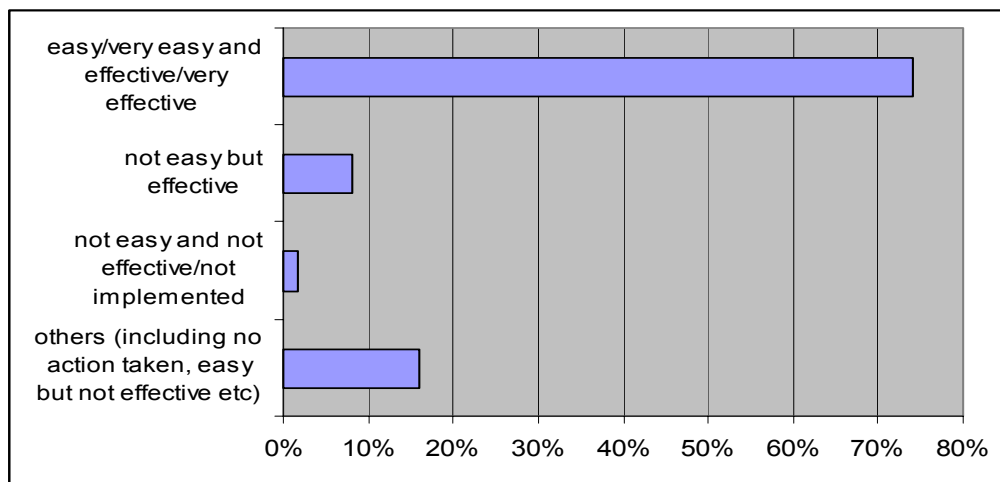


Figure 3.5c Percentage of effectiveness and easiness of implemented strategies (under Objective 2.2) of mainstream CSOs

In relation to **Objective 2.3 “Availability of Interpreters actively promoted in multiple languages”**, there were 105 nominated strategies, the key categories were:

- **Methods of promoting the availability of interpreters**
- **Translation of materials**
- **Others**

Sixty-six out of the 105 strategies (63%) were reported “easy” or “very easy” to implement, and were “effective” or “very effective”. There were 12 strategies (11%) reported “not easy” to implement but were “effective”. Examples of strategies are:

- To download written material advertising the availability of interpreters, and have this displayed in the office area, and in information sent to carers.
- Translate other information into relevant languages as required.
- Increase the number of Help sheets and other AAV resources to be translated into other community languages and modalities, based on priority groups e.g. videos, DVD's audiotapes

Five strategies were rated “Easy” but “not effective”, another 3 strategies were rated “not easy” and “not effective”. Examples for those “not effective” strategies were:

- Ensure interpreter availability in appropriate languages on the organisation website.
- Continue to seek funds for translation of organisation information

There were 19 strategies (18%) reported “not implemented” or “no action taken”. Figure 3.5d shows the percentage of effectiveness and easiness of implemented strategies (under Objective 2.3) of mainstream CSOs.

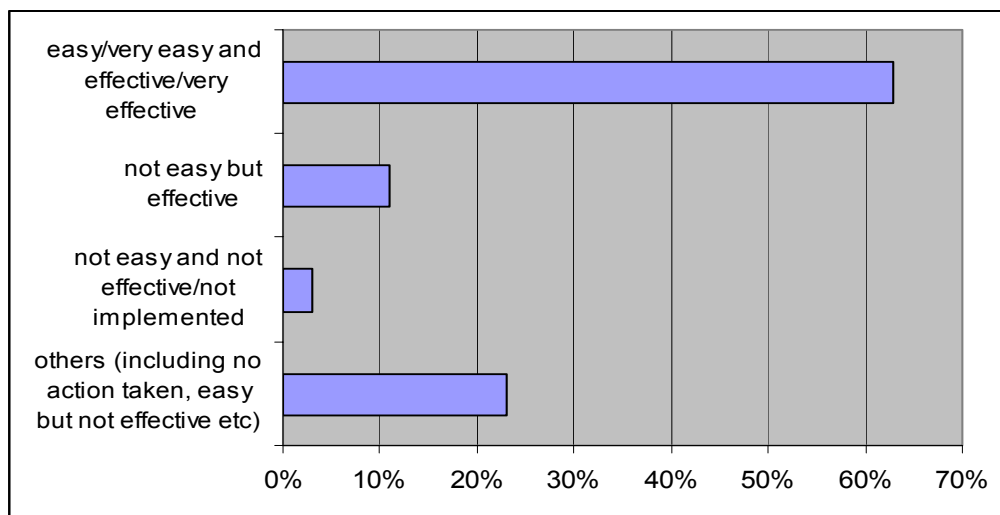


Figure 3.5d Percentage of effectiveness and easiness of implemented strategies (under Objective 2.3) of mainstream CSOs

Compared to the other objectives of CPT action plan, strategies nominated under “Language Services” were comparatively easier to implement. The average implementation rate of “Language Services” category (average of Objective 2.1, 2.2 and 2.3) is 85%, which is higher than Objective 3.4 “Coordination and referral” implementation rate 77%.

As with the other objectives organisations reported different levels of ease in implementing the same strategy. The size of the organisation is one of factors that impacts on the easiness of implementing strategies, in general smaller organisations found it more difficult to implement language service strategies due to limited budget and resources available within their own organisations.

Change of staff also contributed to no action taken or not implemented strategies. A number of organisations reported that due to staff changes, it was difficult to report and monitor the nominated strategies from last year. It showed that some HACC organisations have not developed a mechanism to handover the CPT action plan to their new staff. Therefore, loss of information and continuity of the action plan were reported by the organisations.

The cultural planning is a continuous process, it is important to document and monitor the process of CPT action plan during the year. Organisations should develop a mechanism to maintain the continuity of the action plan.

Moreover, only a few strategies on language services are quantifiable and not many organisations reported on their usage of language services. Organisations are encouraged to document their usage of language services and report the number in the cultural planning tool action plans.

3.5.2 Analysis of Language Services for ethno specific CSOs

In 2005-2006, eleven organisations had nominated and monitored strategies under “Language Services”, including Objective 2.1, 2.2 and 2.3. Figure 3.5e shows the number of strategies nominated under each objective of ethno specific CSOs.

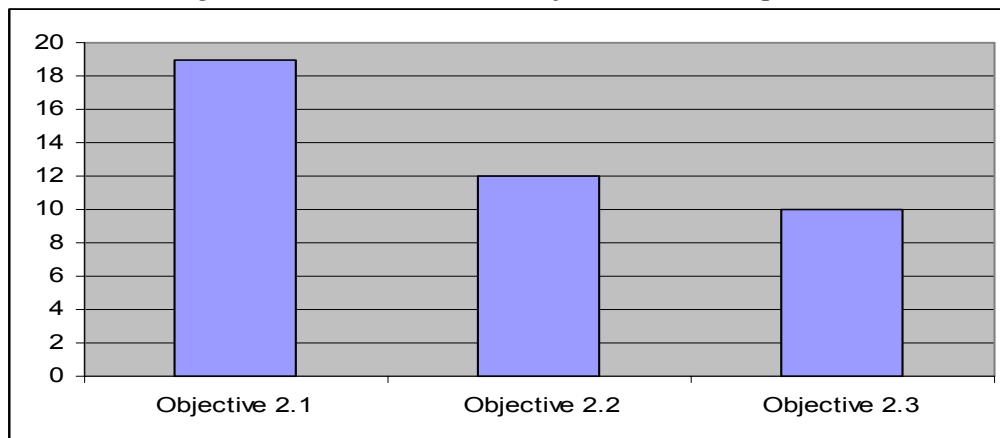


Figure 3.5e Number of strategies nominated under each objective of ethno specific CSOs

In monitoring the outcome, 21 strategies (51%) were rated “easy or very easy” and “effective or very effective”, strategies in this category included:

- Continue to recruit bilingual staff and volunteers who may act in an interpreter capacity if considered appropriate
- Interpreters are used for clients and are booked on behalf of clients if and when they are communicating with mainstream service providers. Interpreters are also used for forums and community educational purposes.
- Provides a general information booklet on all their services for residential and community care in Dutch and in English.
- Australian Greek Welfare Service (AGWS) CEGS Promotional Marketing Model. Promotions of services to Greek communities occur through the electronic and print media. Through presentations at seniors and social clubs. Via the telephone, group & individual work. At festivals, other events and through networks.

Nine strategies (22%) were rated “not easy” but “effective”, examples of strategies included:

- Interpreters are provided at all staff and volunteer training if requested. An evaluation tool has been developed to include the effectiveness of interpreters at these sessions.
- The agency makes its information available and accessible to Greek speaking consumers within its catchment area. Information regarding interpreters and their use are also provided to clients at the assessment stage or through casework.
- Staff receive information of all policy updates at monthly staff meetings. Staff have the opportunity to discuss and assist in the formulation of new policy at these staff meetings. All new staff are informed on policy and procedure at the

induction. Reminder sessions on policy occur on a monthly basis at meetings and through memos.

- Prepare Consumer Information Kit in Polish Language for Social Support clients.

Six Strategies (15%) which were rated “not easy” and “not effective” and “not easy and “not implemented.” (see Figure 3.5f) Examples of strategies included:

- Use the interpreter service for the "Assessments" to access the HACC basic services as necessary and to print Lao language HACC promotional materials.
- Actively support clients and the LGA workers through the assessments in Lao language to achieve an improved individual service planning.
- To investigate resources available to members regarding opportunities to access interpreters at medical, Centrelink and other appointment.

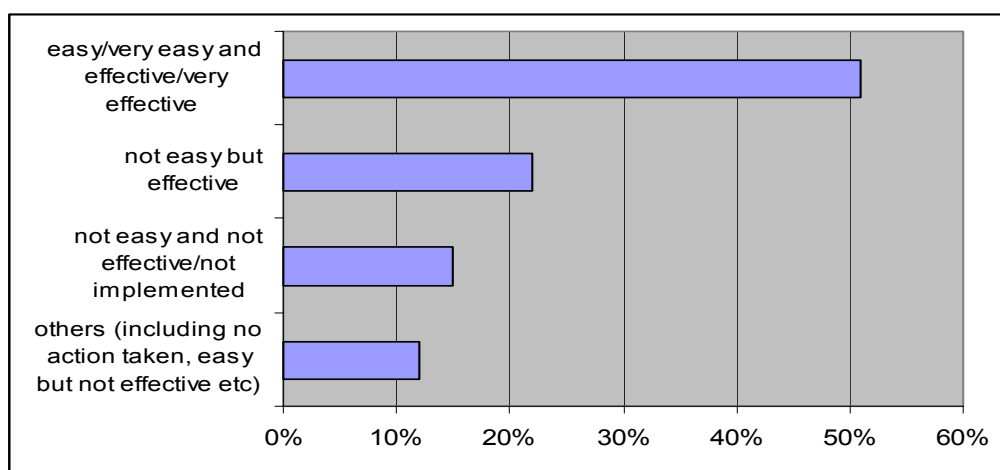


Figure 3.5f Percentage of effectiveness and easiness of implemented strategies under Language Services of ethno specific CSOs

Compare to mainstream organisations, most of the ethno-specific PAG groups do not often use interpreters as the members speak a common language and bilingual workers are employed. However ethno-specific organisations do have policies and procedures in place if an interpreter is required. In general if an interpreter is required for service provider presentations a member/staff of the organisation would arrange a volunteer interpreter or bilingual staff or make use of the interpreters organised by the presenter.

In relation to materials for clients, ethno specific groups always provided bilingual information to their clients, and materials were always translated in their targeted client’s languages. Use of bilingual workers to communicate with clients and to translate materials was common practice within the ethno specific groups. Recruitment and retention of bilingual workers/volunteers is important for ethno specific groups. However, some groups experienced difficulties to recruit appropriate bilingual workers and volunteers.

4. Conclusion

The CPT provided a framework for HACC funded organisations to develop their action plan. Organisations in EMR identified a number of innovative strategies demonstrating creativity in enhancing service provision to be more culturally appropriate. For instance, under Objective 3.4, “Processes in place for coordination and/or referral with other relevant agencies”, varieties of strategies were nominated and implemented by both mainstream and ethno specific organisations, such as attending CALD related network meetings, building partnerships between mainstream and ethnic organisations, and developing protocols in referring clients. These strategies demonstrated that both sectors were very keen to establish relationships with each other. The implementation of SCTT and CEGS stimulated the development and implementation of referrals between organisations.

Objective 2.1 to 2.3, “Language Services”, a large number of mainstream organisations put a lot of effort to ensure that the clients can access appropriate interpreting services and translated materials. Some nominated strategies were easier and more effective than the others. As a whole, almost all strategies nominated were relevant. A number of organisations indicated that most of the language policy and procedure were in place, the challenge faced by the organisations now was how to properly implement the strategies and maintain language service into the day to day practice. For ethno specific organisations/groups, use of bilingual workers/volunteers as interpreters and translate materials were common practice. However recruitment of appropriate bilingual staff and volunteers was becoming more and more difficult for the groups.

Compared to the previous reporting period, the CPT returns of 2005/2006 reflected a stronger understanding on how to develop and implement services to meet the needs of clients from a CALD background. For example, formalize procedures regarding the use of interpreting and translating services, clearer guidelines or protocol in referring clients from ethnic groups to mainstream organisations. It was evident from the returns that a number of organisations were planning and delivering culturally appropriate services to their clients and establishing relationships with local CALD communities and groups. More organisations had demonstrated that their ability to provide better language service support to the CALD communities had been strengthened.

Appendix 1

Cultural Planning Tool Action Plan Key Objectives

1. Planning and Access
1.1 The service has documented information relating to ethnic communities in the local catchment area
1.2 The service has a specific Service Plan, Policy or Strategy developed on improving services to people from a CALD background
1.3 The service has information about the needs of specific ethnic services

2. Language Services
2.1 Interpreters / Translators are utilised as required
2.2 Guidelines are in place for the use of Interpreters
2.3 Availability of Interpreters actively promoted in multiple languages

3. Consultation with Clients
3.1 Involvement in decision making
3.2 Quality Assurance
3.3 Processes in place to assist and encourage CALD clients in consultation processes
3.4 Processes in place for coordination and / or referral with other relevant agencies, e.g. ethnic & advocacy agencies

4. Service Development
4.1 Staff Development and Recruitment
4.2 Data is relevant to the needs of CALD clients
4.3 Understanding the needs of clients from a CALD background

5. Marketing and Promotion
5.1 Dissemination of promotional material
5.2 Service Imagery
5.3 Use of Technology

6. Innovative Action Plans
6.1 Resource Development
6.2 Research
6.3 Other innovative ideas/projects

Appendix 2

Summary of strategies listed and monitored by mainstream and ethno specific organisations

1. Objective (3.4): Processes in place for coordination and / or referral with other relevant agencies

1.1 Summary of strategies listed and monitored by mainstream organisations:

- *Category 1 – Collecting/Updating organisation list and resources:*
 - Make contact with ethnic and advocacy agencies to ensure information on services for CALD clients are available.
 - To establish a list of CALD resources available to all staff, including agency contacts, useful website and cultural resources.
 - Establish a user friendly CALD database system and update the database on a regular basis.
 - Outer Eastern Coordinator's Network to produce a resource of appropriate agencies to be used and shared by both network members and others.
 - Check and use Service seeker website regularly to check for any new agencies or services, and upon inward-referral of a CALD client.
 - Government information is kept in multiple languages.

- *Category 2 - Establish relationships and develop protocol:*
 - Networking with ethnic and advocacy agencies to promote services and improve inter-organisation relationship.
 - To establish and maintain a relationship with CALD agencies, groups and services locally to provide accessible pools of information on supports for other agencies and for the clients.
 - Attend regional/local network meetings and seminars relating to the CALD target groups.
 - Establish links with the MIC or Migrant Resource Centre (MRC) and annual review with MIC or MRC to discuss further issues.
 - The service will continue its links and alliances with CALD and multicultural agencies such as the MIC, Adult Migration Education Services (AMES), the Chinese Women's Association and the Indo-Chinese Association.
 - Develop relationship with other agencies that are offering similar service e.g. Italian specific Planned Activity Group (PAG) High.
 - Increase profile of available services through regular involvement with regional HACC CALD Network.
 - Staff are encouraged to attend ongoing training and networking sessions with any relevance to CALD issues being a priority.

- The coordinator participates in a Planned Activity Group bimonthly meeting, where issues of CALD clients are discussed.
 - Include a liaison role with other CALD agencies in the Service Coordinator's work plan.
 - Implementation of service coordination tools as common tools for initial needs identification and interagency referrals.
 - Ongoing review and monitoring of all referrals in line with Service Coordination Tool Templates (SCTT)
 - Staff to become more proficient in using the SCTT tools as a means of identifying and co-coordinating referrals to other agencies.
 - Further development of electronic referral amongst key agencies is being undertaken.
 - Investigate appropriate referral processes with ethno specific organisations.
 - Formalise and update the existing referral process in the Policies and Procedures manual.
 - Continue to develop protocols with other CALD agencies.
 - Discuss options for developing interagency protocols through the Culturally Equity Gateway Strategy (CEGS) project.
 - As part of the EMR CEGS project, the organisation will develop and implement a coordinated approach to referral and intake.
 - The process for referral and/or consultation with appropriate agencies will be documented in the development of Policies and Procedures.
 - Create a Referral and Advocacy Policy.
 - Provide CALD consumers with a copy of Privacy of Your Information Collection Statement at time of assessment, or download privacy information from DHS website in relevant language. A written consent to release information is explained in relevant community languages or via an interpreter.
 - Adapt general referral policies to be brought in line with the Primary Care Partnership (PCP) initiatives and to be more reflective of recent changes to program structures and work roles.
- **Category 3 - Others:**
- Track the number of referrals from ethno-specific agencies.
 - Clients are informed of culturally appropriate treatment / care options.
 - Develop evaluation forms for English as Second Language (ESL)/Literacy students seeking knowledge of their needs that we can deliver or refer them to.
 - The continuum of care working party within Peter Macmillan at home will also be addressing the timeliness of onwards referrals of patients within our discharge planning strategy.
 - Write policy on cultural sensitivity & responsiveness for unit manual.
 - A more in-depth needs assessment (population health survey) will be done that includes targeting CALD clients. With these results general eligibility criteria for services will again be reviewed.

1.2 Summary of strategies listed and monitored by ethno specific organisations:

- Obtaining and implementing the appropriate software for the electronic use of SCTT tools - providing it is financially affordable.
- Train staff how to use electronic SCTT tools.
- Through CEGS Project, staff will be trained with councils' staff arranged as an exchange program to better understand council assessment process and to form an effective working relationship.
- Promote partnership with the Councils to better access HACC Basic Services.
- Ongoing conversation/ consultation with relevant ethnic, multicultural parties/agencies (including assessment services) in regards to Dutch specific referrals.
- The association will update the agency list every year.
- The president will continue to attend the HACC CALD Network meeting, so we can invite agencies to talk to our group members about different services.
- Ongoing contact maintained with mainstream services for referral for of Armenian older people to attend day activity group.
- Attending meetings/in-services with other ethnic services organisations such as Whitehorse Older Person's Action Group (WOPAG), Migrant Information/Resource Centre, Councils, Eastern Volunteer Group.

2. Objective (2.1): Interpreters/Translators are utilized as required

2.1 Summary of strategies listed and monitored by mainstream organisations:

- ***Category 1 – Training on using of interpreters/translators:***
 - Training session on the use of interpreters/translators for workers.
 - New coordinator to attend one of the MIC training sessions on the use of Interpreters.
 - Including use of interpreters in ongoing organisational professional development calendar.
 - Continue training in access and use of interpreter services at orientation of new staff.
- ***Category 2 –System in place , review or monitoring of language services:***
 - Service has a guideline in the use of interpreters as part of its quality management system. Reviewed annually.
 - Ensure that interpreters are provided for any person requiring an interpreter to access our services.
 - Ensure interpreting and translating organisations utilised by staff, provide staff with guidelines on their use which include budget or costing framework.
 - In our admission forms there is a section requesting if an interpreter is required.
 - Staff to use interpreters at assessment, and at other times, when required, to meet needs of CALD consumers. Staff use interpreters with clients at

reception, during assessments and interviews, and on the telephone when required.

- Managers to monitor and suggest interpreters during supervision with staff.
 - Bring all new staff/volunteers up to date regarding all aspects of using interpreters and translators.
 - The organisation is registered with Victorian Interpreting and Translating Service (VITS) and will use the translation service whenever necessary to assist CALD consumers.
 - Continue good practice of Service Coordinators informing clients of their right to professional interpreters, engaging interpreters at the first contact (where required) and organising interpreters for first appointments.
 - Maintain and monitor usage of interpreter service.
 - Continue to run stats every 6 months on the use of telephone and face to face interpreters.
 - Review ability to access information about free of charge interpreting services.
 - Cost centre has been developed to monitor the expense of interpreters / translators
 - All clients are appropriately assessed for language needs and provided with a qualified interpreter when required.
 - Promotion of the availability of the language services to be built into the promotional plan for the coming year.
 - Use of Interpreters is an item for discussion at a staff/ volunteer meeting.
 - The organisation will also solidify internal processes for managing the use of the language services.
 - Monitor the use of interpreters, the effectiveness of their use and look at how other agencies use interpreters to see if we can improve our efficiency in the use of interpreters.
 - Usage of interpreters will be monitored. Business plan documents the objective of increasing the episodes of care conducted with the assistance of interpreters.
- ***Category 3 – Development of policy and procedures:***
 - Formal procedure to be developed regarding the use of interpreting and translating services, through review of service policies and procedures.
 - Inform staff and volunteers of language service policy and where the information can be accessed.
 - Policy of access to interpreters is in place and update.
 - A Language Services Policy is developed as part of the Quality and Assurance process.
 - The Guide “To Working with Interpreters” to be updated.
 - ***Category 4 –Information about language services:***
 - Access information on availability, contacts, costs of using interpreters/translators.
 - Continue to liaise with Translating and Interpreting Service (TIS) and VITS to ensure up to date information.
 - Maintain appropriate information on using interpreters at each site.

- To identify and produce a directory of culturally specific agencies that can provide an interpreter service and/or access to the support service required by the client.
- To display VITS/TIS¹ phone numbers near the Day Centre phone.
- **Category 5 – Use of bilingual staff/volunteers:**
 - Bilingual staff are available in cultural specific program.
 - Use the staff's bilingual skills. Inform clients of availability of interpreters/translators.
 - Ensure at least two staff members working on CALD program days are fluent in Italian and are educated to relay any concerns to the manager.
 - Develop a list of internal interpreters from existing staff.
 - Ensure that multi/bi-lingual home carers are available and matched to clients whose communication needs would be better served by staff able to communicate in the client's native language.
 - Volunteers who speak community languages are utilised as appropriate for assisting people in activities.
 - Survey current students to ask if they would be prepared or able to translate documents. Use these interpreters to assist in booklets and notices.
 - Where possible recruit volunteers with a language other than English.
 - Many of our ESL students have volunteered to translate when applicable
 - Continue to encourage cultural diversity in the workplace through recruitment that seeks to employ staff from a range of backgrounds and with the ability to speak other languages.
- **Category 6 – Translation of materials:**
 - Continue to work with Primary Care Partnerships with the translation of brochures.
 - Translate the Home Maintenance brochure into several community languages.
 - To have the Social Support pamphlet translated into a number of different languages and distributed to CALD specific groups and agencies.
 - Brochures are available in different languages.
 - Translate the new agency information packs into Greek, Italian and Cantonese.
 - Identification of further written materials and service brochures requiring translation.
 - To complete the translated version of the Privacy Policy in Mandarin.
 - Produce Social Support brochures in other languages if the need becomes apparent. Produce other brochures translated into Greek, Italian and Chinese where need becomes apparent.
 - Continue to work with the Migrant Information Centre to translate brochures.
 - Availability of interpreters is actively promoted - signs and written material are placed in Reception areas, - information contained in Client Rights & Responsibilities procedure and Client handout (provided at assessment),

¹ Victorian Interpreting and Translating Service (VITS) was funded to deliver the Department of Human Services language services credit line until 1st October 2006. From 1st September 2006 On-Call language service has been the preferred provider.

information contained in Advocacy procedure and Client handout (provided at assessment).

- Develop & disseminate multicultural resource directory.
- **Category 7 –Others:**
 - Finding list of services that clients can access to assist independent living e.g. supermarket where they have Italian speaking staff.

2.2 Summary of strategies listed and monitored by ethno specific organisations:

- Continue providing an interpreter for people who require an interpreter on an ongoing basis and develop appropriate tools to evaluate the effectiveness of the interpreting process.
- Interpreters are used for clients and are booked on behalf of clients if and when they are communicating with mainstream service providers. Interpreters are also used for forums and community educational purposes.
- Continue to recruit bilingual staff and volunteers who may act in an interpreter capacity if considered appropriate.
- Re-apply for Interpreters Credit Line for the translations of services' promotions, flyers, the Statement of Rights & Responsibilities of consumers into Lao language.
- Prepare Consumer Information Kit in Polish language for Social Support clients.
- Speakers will use English in delivering the talk, we will use members to give the seniors a summary of the talk in Indian language and facilitate the discussion.
- The Association has the telephone numbers of VITS/TIS, in case we need to arrange a professional interpreter.
- Interpreters are provided at all staff and volunteer training if requested. An evaluation tool has been developed to include the effectiveness of interpreters at these sessions.
- The monthly meetings will continue to be conducted in Latvian language.
- Staff and four of the volunteer members are bilingual in Vietnamese, Cantonese and Mandarin they are always available to provide language services to members. Should any change in circumstances occur, recruitment of other "internal interpreters" will be done without delay.
- Use the interpreter service for the "Assessments" to access the HACC basic services as necessary and to print Lao language HACC promotional materials.
- Actively support clients and the Local Government Area (LGA) workers through the assessments in Lao language to achieve an improved individual service planning.
- To investigate resources available to members regarding opportunities to access interpreters at medical, Centrelink and other appointment.

3 Objective (2.2): Guidelines are in place for the use of Interpreters

3.1 Summary of strategies listed and monitored by mainstream organisations:

- *Category 1 – Develop, review or monitor guidelines*
 - Language Services Policy to be reviewed in relation to the development of Community Care Policy and Procedures.
 - Continued monitoring of the effectiveness of the Language Services Policy.
 - VITS guidelines to be adopted formally as part of organisation policy.
 - The service will develop a policy and procedures regarding the use of interpreters.
 - Complete staff manual which includes guidelines on the use of interpreters.
 - As part of our Quality Planning process a CALD Working Party has been formed with the aim of raising the profile of CALD issues within the organisation. Written protocols and policies for use of interpreters will become an Action Plan as part of this process.
 - The chief social worker conducted an in-service session for staff on the use of interpreters. Written guidelines are located in the multicultural resource folder held within the department.
 - Develop guidelines for use of interpreters.
 - To ensure that the guidelines put in place for the Social Support Program are easily accessible and easy to understand.
 - Review and update Language and Interpreter Policy annually, or as required.
 - All staff are aware of the availability of interpreters and the guidelines in place.
 - Guidelines are in place and reviewed as part of Quality Management System and continuous improvement process.
 - Guidelines review will ensure staff have a clear understanding of the process.
 - Allocate cultural issues portfolio to personal care staff.
 - Ongoing refinement of processes aligned to using the PCP tools particularly SCTT
 - Staff working on CALD days are given written job description and educated to be observant, ensuring time is given to a client who approaches them with a concern and that reporting to the manager is both confidential and accurate.
 - Formal procedure to be developed regarding the utilisation of interpreting and translating services.
 - Review Centre policy to ensure consistency with information provided in "Introduction to Cross Cultural Communications and Accessibility" handbook provide by MIC.
 - Continue working with staff to ensure their understanding of the guidelines for use of interpreters.
 - Develop a more accurate monitoring of interpreter use within the organisation.
 - Guidelines and training will be written and communicated to volunteers. Coordinator is trained in the correct use of interpreters and will pass on this knowledge to volunteers.

- ***Category 2 – Staff training***
 - Staff training session this year to include a practice run through of the policy and the practical use of interpreter telephone service.
 - Schedule Migrant Information/Resource Centre sessions re appropriate use of interpreters on annual basis
 - Assessment Staff will undertake further training on using interpreters.
 - Offer training to workers around protocols for using interpreter service.
 - Staff to participate in relevant training/information sessions provided by Peter James Centre Ethnic Services Development Officer and MIC. These strategies are discussed in staff meetings.

- ***Category 3 – Information on language services:***
 - Staff will be informed on how to access the organisation's interpreter service. Methods employed in provision of information include: Home Carers newsletter, distribution of printed material such as flyers, and posters displayed in the HACC office.
 - National Accreditation Authority for Translators and Interpreters (NAATI) Guidelines being used as reference.
 - CALD resource folder includes protocols for interpreter use and is maintained and updated as required.
 - Appraise all new staff about the Cultural Resource File and guidelines for the use of interpreters placed at the front of the file.
 - Establish easy use of VITs and TIS by circulating VITs information on how to best use interpreters.

- ***Category 4 –Others:***
 - Contacts will be made for advocacy and support through each individual client profile and care plan.
 - Reproduce procedures on how to access interpreter services in a poster format for permanent display in the office. This will prove more effective than an annual refresher session as the information is immediately available and accessible to all staff, including tutors and new staff members.
 - Continue to play an active role in the Communication Strategies Working Group and the Victorian Hospital Cultural Diversity Network.
 - Use the staff's bilingual skills and recruit volunteers with a particular language skill.
 - Staff will be educated on accessing the Transcultural Services Unit information on the Eastern Health website and be up-skilled in the DHS website containing 8000 articles addressing health issues which have been translated into 59 languages.
 - Continue to liaise and participate in meeting with transcultural workers.
 - A work instruction in the form of a flowchart for the use of interpreters is available to all staff.
 - Telephone interpreting services available to clients.

- Data is to be collected on the use of interpreters. This information may be used to target specific CALD communities when translating literature and in planning for service provision.
- Endeavour to recruit volunteers who speak Italian and Greek.

3.2 Summary of strategies listed and monitored by ethno specific organisations:

- Ensure implementation of policy by all staff (including new staff) through regular training sessions and reminding sessions.
- Review relevant agency policies.
- Maintain the use of Lao interpreters through services providers.
- Not using interpreters as staff are bilingual. Also German speaking staff available at Tabulam and Templer Homes whose facilities are used.
- This information will be included in the Policies and Procedures Manual.
- Use Interpreter services in accordance with current guidelines and principles.
- Staff receive information of all policy updates at monthly staff meetings. Staff have the opportunity to discuss and assist in the formulation of new policy at these staff meetings. All new staff are informed on policy and procedure at the induction. Reminder sessions on policy occur on a monthly basis at meetings and through memos.

4 Objective (2.3): Availability of Interpreters actively promoted in Multiple languages

4.1 Summary of strategies listed and monitored by mainstream organisations:

- ***Category 1 –Methods of promoting the availability of interpreters:***
 - To download written material advertising the availability of interpreters, and have this displayed in the office area, and in information sent to carers.
 - Continue to display signs regarding the availability of interpreters/translators and advice regarding interpreter availability will be sent out with information pack to new clients.
 - Promotion of availability of interpreters will be encompassed in the information Strategy.
 - Client Handbook to be revised in 2004/05 to ensure that information regarding interpreters and translators is readily available to people from CALD backgrounds
 - Obtain VITS language map and TIS language card and display them in reception area/waiting room.
 - To display VITS Poster and giving information in various languages re the availability of interpreters in both the lobby and the main office of the new premises.
 - The availability of interpreting services is promoted in key languages and in various mediums e.g. service brochures, telephone message and posters.
 - Maintain public display of availability of interpreter service in multiple languages.

- Include "Interpreter Available on request" is displayed in two dominant languages for the service area.
 - To develop an insert to be placed in promotional brochures that will advertise the availability of language services including the use of interpreters.
 - Send letters to referral organisations stating interpreters are available on request.
 - Work with public relations to review practices in promoting availability of interpreters to community.
 - Client Information Manual to be translated into major community languages and will provide information on accessing interpreters.
 - Information on accessing TIS provided with all correspondence.
 - Availability of interpreter services are stated in promotional material for services in the agency
 - Continue to publicise VITS service.
 - The service will produce a pamphlet in multiple languages highlighting the availability of interpreters
 - Collect any new posters that might become available.
 - Display signage in the centre re: availability of interpreters in multiple languages.
 - Ensure interpreter availability in appropriate languages on the organisation website.
 - At assessment, (and through periodic reminders in newsletters) CALD consumers are informed either via an interpreter or through written translated material about the grievance/complaints process, right to an advocate, rights and responsibilities, grievance procedures, fees and means-testing.
- ***Category 2 – Translation of materials:***
 - Brochure printed in 9 community languages. Annually reviewed.
 - All literature given to CALD clients is printed in relevant language as well as English.
 - Translate other information into relevant languages as required.
 - Client satisfaction survey scheduled to include Italian translation.
 - Increase the number of Help sheets and other Alzheimer Australia Victoria (AAV) resources to be translated into other community languages and modalities, based on priority groups e.g. videos, DVD's audiotapes.
- ***Category 3 –others:***
 - Develop a monitoring system on the use of interpreters across the organisation.
 - Transcultural Worker to set up a system to regularly monitor the level of referral for interpreter services.
 - Cultural Awareness Orientation kit will be distributed to all direct care workers.
 - Continue to seek funds for translation of organisation information.
 - To promote within the local Chinese community, the availability of Chinese speaking staff at the organisation. We also have a relieving staff member who has a Greek background and can help with some language matters.

- Purchase the resource under development entitled Community Words and has contributed some ideas to useful phrases to be included to manufacturer.
- Continue to use and research DHS and other websites for other related information on interpreters/translators in various community languages.
- We will display our Privacy and dispute and grievance policies, in the relevant ethnic language/s to our area.
- Encourage employment of more CALD staff/volunteers.
- A library of available resources in community languages is to be set up. General information on services available, as well as information on specific conditions such as dementia, is to be included. This library will be accessible to all staff, including carers and interpreters.

4.2 Summary of strategies listed and monitored by ethno specific organisations:

- Program information to be available in both languages.
- AGWS CEGS Promotional Marketing Model. Promotions of services to Greek communities occur through the electronic and print media. Through presentations at seniors and social clubs. Via the telephone, group & individual work. At festivals, other events and through networks.
- Provides a general information booklet on all the services for residential and community care in both languages.
- Survey on the use of Lao interpreters and its effectiveness.
- Recruitment of bilingual worker and volunteers to facilitate better communication.
- The agency makes its information available and accessible to Greek speaking consumers within its catchment area. Information regarding interpreters and their use are also provided to clients at the assessment stage or through casework.
- Promote to the Armenian community about the available service of interpreters/translators via advertisements in the magazine and information posters at the local Armenian community centre.
- Make sure information is displayed at council offices.