

2016-2021

DIVERSITY  
INCLUSION  
PLAN



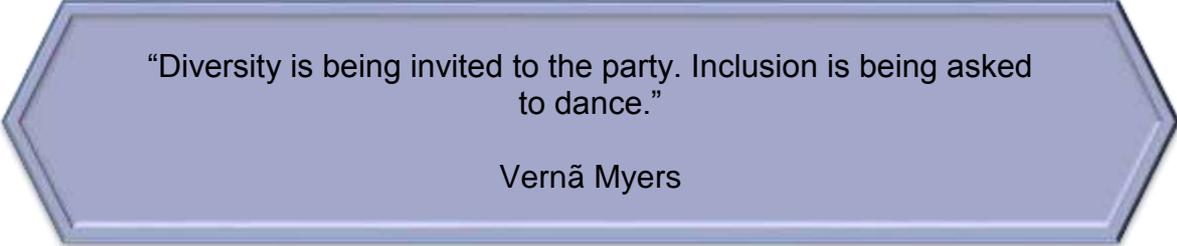
# engagement

Behind this plan are purposeful inclusion strategies to support improvement in the health outcomes and experience of our consumers and communities.

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## 1. Introduction



“Diversity is being invited to the party. Inclusion is being asked to dance.”

Vernã Myers

This plan provides the framework to embed diversity and inclusion as a pillar of The DHSV Way, (that is, the way we do things) across our services, programs and policies, to support our commitment to deliver oral health for better health.

Diversity recognises that individuals and communities have certain unique traits, characteristics and lived experiences. Positively embracing and valuing the diversity of the consumers and communities we serve allows us to connect with them to achieve improved health outcomes and experiences. However, we understand that a focus on diversity alone does not drive inclusion.

In developing this plan we have prioritised engagement for inclusion because without inclusion, the crucial connections for quality and safety in public oral health care won't happen. Diversity with inclusion provides a dynamic mix of engagement and participation to drive continuous improvement across the dimensions of outcomes and experience.

Through this plan we are:

- committing to a range of actions for achieving greater inclusion in engagement and partnership with consumers and the community
- aligning safety, quality, engagement and inclusion to support:
  - improving the consumer experience of care;
  - improving the health of communities; and
  - moving from volume-based to value-based service delivery.

## 2. Our Organisation

Dental Health Services Victoria (DHSV) as the lead oral health agency in Victoria, has as its purpose, to lead the improvement in oral health for Victorians and ensure we prioritise those most in need.

In realising this purpose we:

- provide oral health services through The Royal Dental Hospital of Melbourne and in partnership with over 50 community dental agencies throughout the state;
- run statewide oral health promotion programs;
- invest in oral health research;
- advise government on oral health policy; and
- support the education of future oral health professionals.

### 2.1. Our Strategic Direction 2016 – 2021

Our Diversity Inclusion Plan is one of the organisation’s enabling plans that contribute to realisation of the DHSV Strategic Plan 2016 – 2021.

Our strategic plan has been developed to drive transformation of public oral health across the following 4 strategic themes and their associated goals:

Theme	Goals
<p><b>Improve health outcomes</b></p>	<ul style="list-style-type: none"> <li>• Embed preventive models of care within a population health framework throughout the public dental sector</li> <li>• Deliver high quality and high value care</li> <li>• Reduce health inequities by extending our reach to more of the eligible population especially priority groups</li> </ul>
<p><b>Improve the experience</b></p>	<ul style="list-style-type: none"> <li>• Partner with consumers to design an experience that delights</li> <li>• Our patient’s health outcomes will come first</li> </ul>
<p><b>Be global leaders with our local partners</b></p>	<ul style="list-style-type: none"> <li>• Work in partnership to improve health outcomes</li> <li>• Develop and implement key health outcome indicators and reporting frameworks</li> <li>• Translate research and evaluation into practice with the model of care</li> </ul>
<p><b>Be a great place to work and a great organisation to work with</b></p>	<ul style="list-style-type: none"> <li>• Create and support a public dental workforce to provide high value care that delights</li> <li>• Transform the way we work, engaging and empowering staff to make each day better than the day before</li> <li>• Use our collaborative relationship model with dental agencies to allow us to deliver on the strategic plan</li> </ul>

## 2.2. The DHSV Way

The way we work at DHSV is based on an understanding that to provide leadership in the public oral health sector; achieve the best possible outcomes and experiences for our consumers; and to support the wellbeing of our DHSV community, we must think and act as one team, applying the principles of respect, integrity, responsiveness, impartiality, accountability, collaboration and transformation in all aspects of the way we work.

The DHSV Way is statement of the shared values of DHSV and the standards of behaviour by which we conduct ourselves, and our business, to ensure that we are a great place to work and a great organisation to work with.

At all times and in all aspects of the way we work, we apply the following 4 core values of The DHSV Way.



**We act with respect towards every person or idea we encounter**



**We are accountable to the people we care for and those we work with**



**We embrace collaboration with all partners that help us to achieve our goals**



**We transform ourselves and our organisation to achieve better health outcomes for the community**

### 2.3. Our Respectful Workplace

Underpinning the way we work at DHSV is a commitment to fostering a respectful and constructive environment in which all members of our community (consumers and their carers and families, staff, partner organisations and key stakeholders) are enabled to thrive as valued and active participants.

Our framework is founded on the pillars of equity, diversity, inclusion, flexibility, wellbeing and safety and operationalised through focused attention to guiding principles, culture and values, and aligned leadership, employee, consumer and community engagement and the enabling systems and processes.

Figure 1: Our Respectful Workplace Framework



## 2.4. Our Model of Care

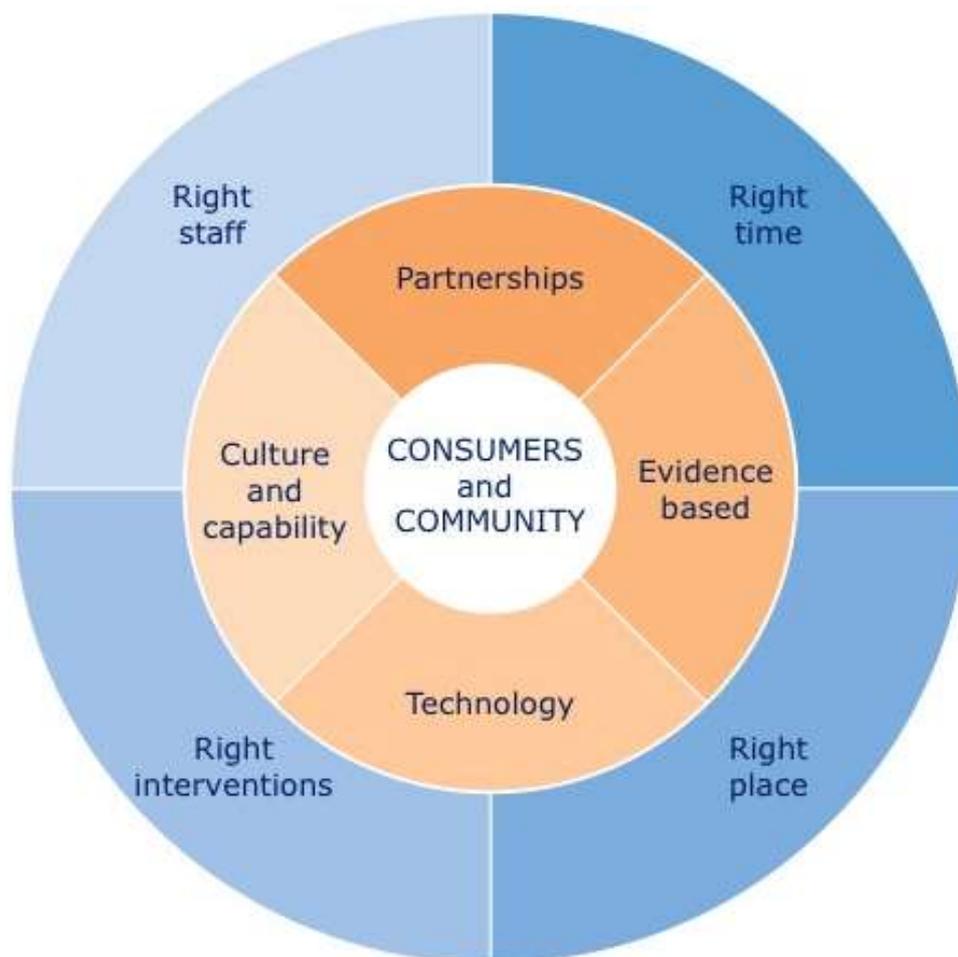
Our Model of Care Framework informs the design, implementation and evaluation of our integrated public oral health program and service delivery approach for each stage of the life course and for eligible populations.

Engagement with consumers and community as 'makers and shapers' for co-creation of value is at the centre of all that we do.

Through our model of care we will:

- ensure our programs and services are respectful and responsive to consumer and community preferences, needs and values
- support the right interventions by the right staff at the right time and at the right place
- enable person-centred and community-centred care
- use a preventive focus to address common risk factors for chronic diseases
- build and sustain a positive culture of respect, inclusion and engagement
- enhance our capability to support strategic partnerships to deliver integrated multidisciplinary care and services
- embrace technology to enhance equity and accessibility
- use an evidence base to determine appropriate interventions

Figure 2: Our Public Oral Health Model of Care Framework



### 3. Our Consumer and Community Engagement

#### 3.1. Message from the DHSV Community Advisory Committee

Into 2016, DHSV developed a new strategic plan. One of the 4 strategic themes of the Plan is: Improve the Experience.

Our goals in this strategic theme are to:

- Partner with consumers to design an experience that delights
- Our patient’s health outcomes will come first.

At a consumer and staff workshop held in October 2016, seven 5 year strategies for consumer and community engagement to deliver these goals were agreed and initial actions were identified, forming the DHSV Strategic framework for Consumer and Community Engagement 2016 – 2021.

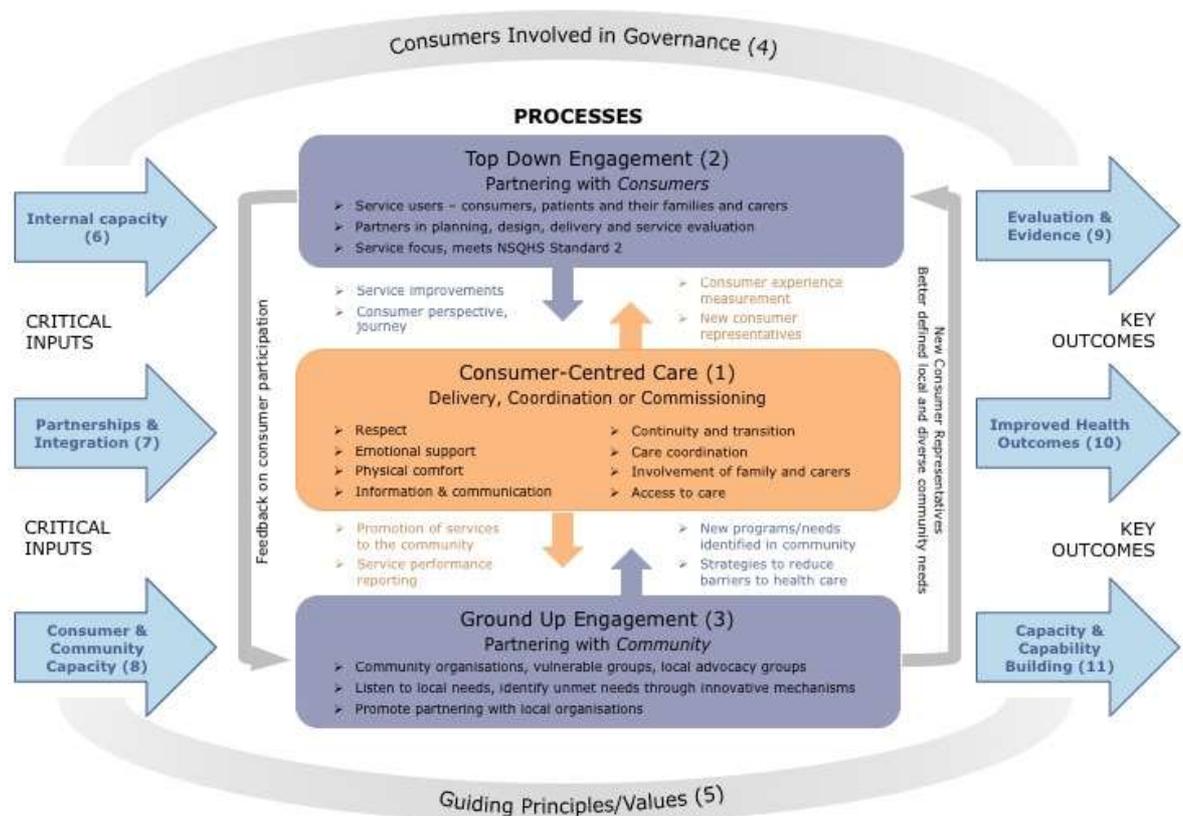
We are building on a foundation of work in consumer and community engagement over a period of more than 15 years by DHSV and our community. Annual reviews will identify future actions.

We would like to acknowledge Heath Consumers NSW, particularly Serena Joyner, and the WentWest Primary Health Network for developing the Consumer and Community Engagement Model that has guided our thinking.

#### 3.2. Our Guiding Model

Our approach to consumer and community engagement is informed by the model in Figure 3 below.

Figure 3: Consumer and Community Engagement Model



Redrawn from: The Health Consumers NSW/WentWest Consumer and Community Engagement Model. 2015. [http://www.hcnsw.org.au/data/hcnsw\\_poster\\_A1\\_lowres.pdf](http://www.hcnsw.org.au/data/hcnsw_poster_A1_lowres.pdf)

At the heart of the model is a focus on 3 key processes that drive our engagement:

- **Consumer-Centred Care**  
Improving the experience and outcomes of consumer-centred care is central to our engagement and applies across our role in service delivery, coordination and commissioning.
- **Partnering with Consumers**  
Planned and purposeful engagement with consumers supports the design, delivery and evaluation of services provided and/or coordinated and/or commissioned by DHSV.
- **Partnering with Community**  
This is broader engagement with communities to explore, understand and determine together how to better meet the diverse oral health care needs.

These processes are underpinned by:

- **Consumers involved in governance**  
Involving consumers in clearly defined governance roles ensures the consumer perspective is always considered in decision-making and engagement is a priority.
- **Guiding principles and values**  
Our guiding principles and values provide a frame of reference for the way consumers and DHSV (our staff and management) will engage with each other.

Engagement is enabled through critical inputs across the 3 dimensions of:

- **Internal capacity**  
This includes governance and accountability for engagement, dedicated organisation resources; and capability building for staff.
- **Partnerships and Integration**  
The model recognises the requirement for working with partners across services and integrating care to improve the experience and outcomes for consumers.
- **Consumer and Community Capacity**  
This includes enabling consumers through resources, training and support; and implementing enabling support communities to increase their capacity to engage.

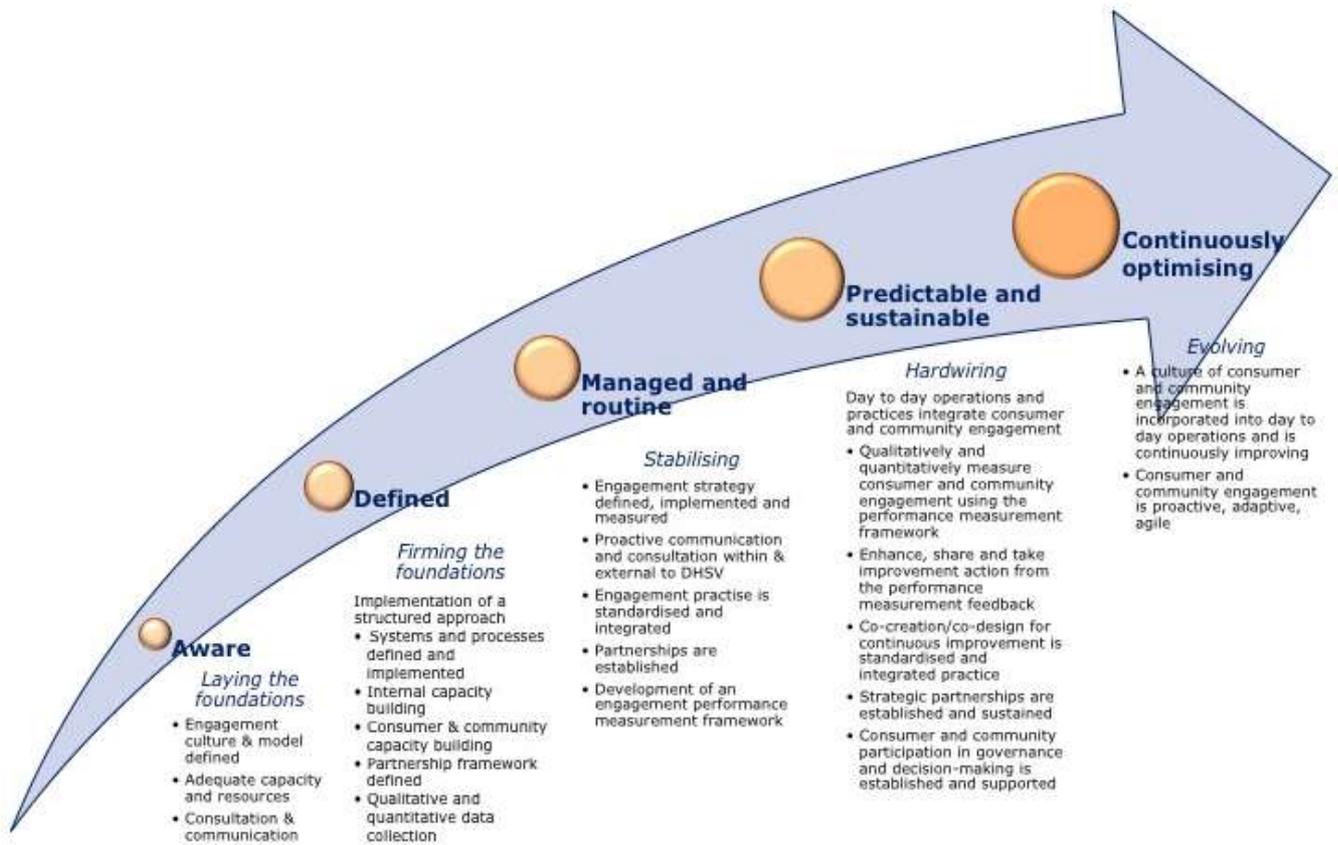
The key outcomes of implementation will be realised across the dimensions of:

- **Evaluation and Evidence**  
Application of the Knowledge-to-Action framework and continuous improvement system in concert with the model will enable monitoring and improving of processes, and contributing to the body of evidence on engagement for consumer-centred care.
- **Improved health outcomes**  
Through purposeful engagement activities improved experience and health outcomes for consumers and better community outcomes through redesigned or new services or improved access.
- **Capacity and Capability Building**  
With engagement experience, staff and consumers will grow in capability, and DHSV and partner organisations and community increase their capacity to engage.

### 3.3. Engagement Maturity Pathway

We will adopt a planned and purposeful approach to implementation of the consumer and community engagement model will be managed across the maturity pathway described in Figure 4.

Figure 4: Consumer and Community Engagement: Organisational Maturity Pathway  
(Adapted from: Canadian Human Rights Commission. Human Rights Maturity Model)



### 3.4. Our Priority Actions to 2021

Our priority actions to 2021 for implementation of the consumer and community engagement model address the three critical input dimensions of: internal capacity; partnerships and integration; and Consumer Advisory Committee, consumer and community capacity.

Critical Inputs	Actions
<b>Internal Capacity</b> <b>#6</b>	<ul style="list-style-type: none"><li>• Identify, develop and implement resources, policies and practices dedicated to leading and supporting consumer and community engagement in planning, design, delivery and service evaluation</li><li>• Measure and strengthen the capacity of, and opportunities for, executive managers and staff to engage with consumers and community</li></ul>
<b>Partnerships and Integration</b> <b>#7</b>	<ul style="list-style-type: none"><li>• Develop, extend and integrate partnerships for engagement with organisations that represent our consumers and community, based on the priorities of our strategic plan</li></ul>
<b>CAC, consumer and community capacity</b> <b>#8</b>	<ul style="list-style-type: none"><li>• Ensure that there is a diverse pool of consumers from across Victoria available and active in engagement</li><li>• Ensure that our Community Advisory Committee and consumer and community engagement partners are skilled and supported in their engagement roles</li></ul>

## 4. Our Diversity Inclusion Enabling Plans

### 4.1. Guiding Principles

Our diversity inclusion enabling plans reflect guiding principles aligned with our DHSV Way Values.

DHSV Way Values	Guiding Principles
 A square artwork with a dark blue background and numerous thin, colorful lines radiating from the center, resembling a starburst or a network. The word "respect" is written in white at the bottom right.	<ul style="list-style-type: none"><li>• Autonomy</li><li>• Diversity within diversity</li><li>• Equity</li><li>• Human rights</li><li>• Wellbeing</li></ul>
 A square artwork with a dark background and a complex, colorful pattern of lines and shapes, resembling a cityscape or a dense network. The word "accountable" is written in white at the bottom right.	<ul style="list-style-type: none"><li>• Access</li><li>• Empowerment</li></ul>
 A square artwork with a dark background and a central, bright yellow-green area with a grid-like pattern, surrounded by colorful, abstract shapes. The word "collaboration" is written in white at the bottom right.	<ul style="list-style-type: none"><li>• Engagement</li><li>• Participation</li></ul>
 A square artwork with a dark background and a central, colorful, abstract shape resembling a tree or a complex network. The word "transform" is written in white at the bottom right.	<ul style="list-style-type: none"><li>• Evidence-based</li><li>• Person-centred</li><li>• Prevention</li><li>• Responsive</li></ul>

### 4.2. Alignment with Strategic Themes

Our diversity inclusion enabling plans have embedded priority actions to 2021 aligned with our strategic themes. This integration has been adopted to ensure that diversity inclusion is prioritised and centralised as a conscious and planned focus of our business activity.

Our diversity inclusion enabling plans are a developing suite of priority action plans for inclusion across the dimensions of community diversity that influence provision of public oral health care in Victoria. To date we have developed priority actions for both cultural and disability diversity inclusion.

### 4.3. Cultural Diversity Inclusion: Our Priority Actions to 2021

Strategic Theme	Actions
<b>Improve health outcomes</b>	<ul style="list-style-type: none"> <li>• Conduct reviews of key policies and procedures to ensure they reflect evidence-based best practice to meet the cultural and linguistic diversity needs of consumers and support cultural inclusion across service delivery</li> <li>• Provide support to improve cultural and linguistic inclusion and extend existing good practice in person-centred care for people from culturally and linguistically diverse backgrounds</li> <li>• Use up to date demographic information on cultural and linguistic diversity and settlement patterns to inform oral health services planning</li> <li>• Enhance key indicators to monitor population oral health outcomes in relation to cultural and linguistic diversity</li> </ul>
<b>Improve the experience</b>	<ul style="list-style-type: none"> <li>• Engage meaningfully with culturally and linguistically diverse consumers and relevant key partner agencies to promote and support inclusive and culturally safe services</li> <li>• Facilitate improved access to services for people from diverse backgrounds by overcoming barriers associated with eligibility, communication, navigation, discrimination and relevance</li> <li>• Work with consumers to identify gaps in the availability and accessibility of patient information in alternative formats and develop a plan to address gaps to ensure all consumers have access to information about their care needs and to support them to make the best choices for their health and wellbeing</li> <li>• Develop and implement processes that enable culturally and linguistically diverse consumers and communities to participate in service planning, design, delivery and evaluation</li> </ul>

**Be global  
leaders with  
our local  
partners**

- Develop strong partnerships and actively engage with advocacy groups to identify and improve services for consumers from diverse backgrounds
- Promote the recruitment and retention of suitable candidates for DHSV Board sub-committees and DHSV service improvement working groups to ensure these reflect the cultural and linguistic diversity of the communities we serve
- Improve data collection systems and reporting to better capture dimensions of diversity in our client population
- Identify and showcase initiatives that have successfully embedded diversity and culturally safe and inclusive practices

**Be a great  
place to work  
and a great  
organisation  
to work with**

- Ensure DHSV's people policies and strategies support cultural and linguistic diversity within an equity framework
- Develop and implement a workforce learning and development plan to build capabilities for cultural competence and responsiveness
- Build understanding of culturally and linguistically diverse communities across DHSV, foster opportunities for engagement and recognise and acknowledge staff for these engagement activities
- Promote culturally and linguistically diverse recruitment for positions at all levels in the organisation and monitor retention and staff experience
- Integrate agreed measures for service improvements for culturally diverse Victorians into accountability measures for agencies, and provide feedback on performance relating to these measures

#### 4.4. Disability Inclusion: Our priority actions to 2021

Strategic Theme	Actions
Improve health outcomes	<ul style="list-style-type: none"><li>• Conduct reviews of key policies and procedures to ensure they reflect evidence-based best practice to meet the needs of consumers with disabilities and their carers and support disability inclusion across service delivery</li><li>• Provide support to improve disability inclusion and extend existing good practice in person-centred care for consumers with disability</li></ul>
Improve the experience	<ul style="list-style-type: none"><li>• Engage meaningfully with consumers with disability, their carers and families and disability advocacy groups to promote and support inclusive, safe and person-centred services</li><li>• Work with consumers with disability, their carers and families and disability advocacy groups to identify gaps in the availability and accessibility of patient information and develop a plan to address gaps to ensure all consumers, irrespective of their ability, have access to information about their care needs and to support them to make the best choices for their health and wellbeing</li><li>• Engage with consumers with disability, their carers and families and advocacy groups to continuously improve provision of equitable and dignified access to services and facilities including assisting with auditing of access points, equipment and services</li><li>• Develop and implement processes that enable consumers with disability (including carers and families) and disability advocacy groups to participate in service planning, design, delivery and evaluation</li></ul>

**Strategic Theme**

**Actions**

**Be global leaders with our local partners**

- Develop strong partnerships and actively engage with disability advocacy groups to identify and improve services for consumers with disability and their carers
- Promote the recruitment and retention of suitable candidates for relevant DHSV Board sub-committees and DHSV service improvement working groups
- Improve data collection systems and reporting on disability inclusion
- Identify and showcase initiatives that have successfully embedded disability inclusion

**Be a great place to work and a great organisation to work with**

- Ensure DHSV's people policies and strategies support Equal Employment Opportunities for employees with a disability
- Maintain an ongoing focus on early intervention for staff who are currently unable to fulfil all the requirements of their role due to a temporary or permanent disability
- Develop and implement a workforce learning and development plan to: improve awareness of the diversity of disability; understand a culture of, and build confidence and capabilities for, disability inclusion
- Develop and implement training for staff on mental health and wellbeing
- Integrate agreed measures for service improvements for Victorians with a disability into accountability measures for agencies, and provide feedback on performance relating to these measures

#### **4.5. Aboriginal and Torres Strait Islander Inclusion**

During 2016/17 we developed our Aboriginal Employment Plan to 2021. This plan was approved in May 2017.

During 2017/18 we are progressing development of a Reconciliation Action Plan (RAP) as a vehicle to achieve our objectives for Aboriginal and Torres Strait Islander engagement to improve health outcomes and experiences.

Building on our achievements to date, we will work in collaboration with our Aboriginal and Torres Strait Islander consumers, community and partners to develop a Stretch RAP that will, as a minimum, contain actions, timelines and targets across the following elements:

- Relationships
- Respect
- Opportunities

The RAP (which will also embrace our Aboriginal Employment Plan) will provide the basis for articulating our priority actions to 2021 for Aboriginal and Torres Strait islander inclusion.

#### **4.6. Rainbow Inclusion**

In keeping with our commitment to diversity inclusion and respectful person-centred care, we will during the life of this plan engage with consumers and community to develop our priority actions for LGBTQI+ inclusive and non-discriminatory practice and service delivery. It is intended these actions will, as a minimum, reflect the standards outlined in the Department of Health and Human Services *Rainbow eQuality Guide*.