

Human
Services



Peoplefirst

*Cultural Planning Tool
Planning for Multicultural
HACC Services*



Acknowledgements

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Preface

The Home and Community Care (HACC) Services Review and Planning Project was funded in April, 1995 by the Department of Health and Community Services [since May 1996, the Department of Human Services]. The Project was carried out under the auspices of ADEC (Action on Disability within Ethnic Communities), a non-profit community-based organisation which promotes the rights of people from non-English speaking backgrounds (NESB) with disabilities and who are frail aged.

A Consultation and Workshop, which reviewed the best practice in implementing principles in the Ethnic HACC Policy Statement, was held in two regions of the Department—the Eastern Metropolitan Region and the Gippsland Region. The Report on these consultations has been published separately and can be obtained through the Department of Human Services.

The first part of this document explains the process of implementing the Cultural Planning Tool and the second part sets out the Cultural Planning Tool.

A Steering Committee assisted this process by reviewing drafts of the Cultural Planning process and the Cultural Planning Tool. This assistance from members of the Steering Committee is acknowledged. Members of the Steering Committee were:

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Cultural Planning Tool Process

1. Description of the Cultural Planning Tool

The Cultural Planning Tool is designed for use by HACC Service providers to assist in and evaluate the provision of culturally appropriate HACC services for people from culturally and linguistically diverse backgrounds. It is based on the principles set out in the Ethnic HACC Policy Statement in the Victorian HACC Manual and on the HACC National Standards.

This document provides information about the process of achieving culturally appropriate services, as well as strategies and measurements for achieving this.

The intention is also to encourage service providers to develop their own innovative strategies and the cultural planning tool provides scope for this.

2. The Goal of the Cultural Planning Tool

The goal of the Cultural Planning Tool is to establish benchmarks and performance measures particularly within HACC Service Agreements which can be used for planning and improving generalist or mainstream services to NESB people. Specific objectives of the Cultural Planning Tool are to:

- Identify what an agency is currently doing.
- Review practice applied to NESB consumers against HACC National Standards.
- Plan service development by adapting strategies for this target group.
- Measure outcomes of service delivery for NESB consumers.

3. The Structure of the Cultural Planning Tool

The Cultural Planning Tool is structured according to principles set down in the Victorian Ethnic HACC Policy Statement. The Ethnic HACC Policy Statement provides

'user friendly' principles which outline key areas of best practice in service delivery to NESB consumers, namely:

- Cultural relevance.
- Consultation.
- Information.
- Special Program Needs.
- Service coordination.
- Accountability.

Within these principles, the tool contains objectives for agencies to achieve these principles, strategies for implementing these objectives, performance measures of these strategies and the HACC Program National Standards to which each objective is linked.

4. Specific Tasks of the Cultural Planning Tool

Implementing the Cultural Planning Tool involves service providers in undertaking certain tasks in their agencies. Key tasks are to:

- Establish an information base on demographic characteristics of NESB people in the catchment area which can be compared with the total HACC population.
- Identify how services meet the needs of NESB people through the use of qualitative and quantitative measures.
- Identify gaps in service provision in relation to the needs of NESB consumers.
- Implement ongoing strategies to meet the needs of non-English speaking people and to identify changes in targets over time.
- Provide performance indicators which measure outcomes and act as benchmarks for future planning.
- Enable service providers to develop innovative strategies which form best practice for their agency.

5. Starting a Cultural Planning Process

Culturally relevant services are an important part of service provision involving a large and growing client group. A willingness to work with the client group is a prerequisite for fostering a process of cultural change in agencies.

Fostering a climate for change is not only about promoting checklists of measures of progress, but also involves cultural change within agencies as a priority. Agency staff should be actively involved in the process of change which takes place at all levels of the agency.

How to Use the Cultural Planning Tool

The Cultural Planning Tool contains objectives, strategies which are processes aimed at achieving these objectives, and measures of these strategies. Service providers select objectives and strategies and then appropriate performance indicators, using the tool. The selection of objectives, strategies and indicators is up to each agency. The tool provides a range of choices which can be adapted by each agency to suit its own circumstances.

Planning in Stages

One way of implementing the tool is to proceed in stages. The Cultural Planning Tool can be implemented according to four stages:

1. Information gathering

Establish an ongoing information base on the NESB target population and the agency's existing clients.

2. Review of existing objectives, strategies and indicators

Review existing processes, both within the agency and in consultation with agencies and consumers.

3. Future planning

Use the information from the review to assess performance, identify gaps and implement strategies for change.

4. Measure progress

Use performance indicators to measure progress and set new objectives where necessary.

Tackling the Task

In the process of implementing the tool, particular questions may arise which affect how agencies go about the task. Some of these questions are:

What sources of data and information do we use?

The performance indicators provide measures of the strategy outcomes. They include quantitative measures such as statistics, and qualitative data based on consultations, forums and consumer satisfaction interviews and surveys. Policies and practices of agencies also provide information about processes within agencies. Other means of gathering information could include:

- Surveys of agency staff inviting their perceptions and experiences of dealing with NESB people.
- Inviting representatives from local NESB community organisations or NESB consumers to participate in a survey, focus group or questionnaire.
- Examining the agencies' policies and guidelines including recruitment, training, assessment, monitoring and evaluation of the agencies' services.

It is important to be able to compare proportions of NESB consumers within the agency with the target population of NESB people. Sources of data on local ethnic populations include ABS census data, Senior Stats data, and interpreter service statistics where available (See Cultural Planning Resource List).

Do agencies use all the objectives or only some?

It may well be that agencies decide to prioritise the key objectives to be achieved over time. Agencies are advised to record which objectives are pursued within the time frame. Agencies should record the reason for any objectives not pursued.

What time frame is set?

Targets are set over time, although it is anticipated that they will be less than twelve months. Agencies may establish shorter time frames, say six months, to measure the achievement of strategies.

Do agencies have to use existing objectives and strategies or can new objectives and strategies be devised?

While the Cultural Planning Tool contains examples of strategies and measures, agencies may have specific and particular needs. The tool enables agencies to create their own strategies and to measure outcomes.

Review of the Cultural Planning Tool

The Cultural Planning Tool establishes an overall mechanism for review of progress in implementing the tool. This should be undertaken over a set period, such as annually, by addressing the objectives, strategies and performance indicators in the planning tool. This review of progress in implementing the tool may be carried out using processes such as forums and consultations.

Assigning Responsibility

Responding to the needs of NESB people requires coordinated action in targeting services towards this group and in delivering services in a culturally appropriate way, as well as future service planning. It is the responsibility of the agency to establish a process of carrying out the tasks within the Cultural Planning Tool. For this to take place, responsibilities within agencies need to be assigned.

Who does it in the agency?

While responsibilities should be assigned, different agencies may prefer to go about implementing the tool in ways which suit their particular agency. In some agencies it may be useful to designate an individual as a coordinator and this person could take the lead responsibility. The process should be supported within all levels of the agency and the whole staff should become involved, for example, looking at work practices and strategies for involving NESB consumers, using existing staff resources, such as staff with second languages who have contact with the public, for example, receptionists and administrative staff. The key tasks of the coordinator are to:

- Work with the staff to develop awareness of the Cultural Planning Tool.
- Develop strategies and performance indicators.
- Overview the development of ethnic best practice strategies and measure performance within the agency.
- Liaise and coordinate with ethnic agencies to ensure that appropriate staff in the agency are involved.
- Set up a Cultural Planning strategy, with broader representatives of groups and organisations.

In other agencies, specific responsibility could be assigned to a group as a group planning exercise or broader consultative processes could be undertaken. For example, it may be useful to establish a consultative committee as a broad-based process to increase accountability within the agency. The consultative committee may:

- Take a lead role in overseeing the process.
- Set up broader cultural planning strategies with representatives and groups of organisations.
- Ensure that information dissemination occurs outside the agency.
- Assemble and distribute information to ethnic communities.
- Foster improved relationships and communication between agencies.
- Bring in people with specialist knowledge to assist the cultural planning process.



Cultural Planning Tool

The Cultural Planning Tool is based on the Victorian Home and Community Care Program Ethnic Policy Statement as well as the HACC National Service Standards.

1. Access

Service providers should ensure that the users of HACC services reflect the ethnic composition of their local HACC communities. It is important to ensure that the users of HACC facilities and services reflect the profile and composition of ethnic groups in the local community. Monitoring of NESB consumers who cease to use services or decline to accept them is particularly valuable in determining the need for more culturally responsive programs.

Objective	Strategies	Measuring Performance Indicators	National Service Standard
That the agency's demographic profile reflects the target population of NESB users.	<ul style="list-style-type: none">• The agency's demographic profile reflects the profile of the target population of NESB users.• Where required, targets for increase in NESB consumers' participation set by the service.	<ul style="list-style-type: none">• Proportion of agency's consumers reflecting NESB demographic profile measured over a set time period, e.g. 12 months.• Changes in participation by consumers monitored over a set period, e.g. 12 months.	National Standard 1
That survey results show a consistency between NESB consumers' needs and services provided.	<ul style="list-style-type: none">• Survey results show a consistency between NESB consumer satisfaction and services provided.	<ul style="list-style-type: none">• Survey of consumer needs and satisfaction to evaluate the extent to which culturally relevant needs of NESB users are met by services.	National Standard 1
That an interpreter is provided for people who need an interpreter.	<ul style="list-style-type: none">• Interpreters are provided for NESB consumers needing assistance.	<ul style="list-style-type: none">• Proportion of interpreters provided for relevant NESB consumers over time, e.g. 12 months.	National Standard 1

Objective	Strategies	Measuring Performance Indicators	National Service Standard
That staff are surveyed to find out their views on strategies for involving NESB people.	<ul style="list-style-type: none"> • That staff are surveyed to provide information on existing access for NESB consumers and how it can be improved. 	<ul style="list-style-type: none"> • Data on staff views are analysed. 	National Standard 1
That staff are trained in culturally appropriate assessment.	<ul style="list-style-type: none"> • Staff training is provided in culturally appropriate communication for assessment. 	<ul style="list-style-type: none"> • Hours of training per assessment staff member in culturally appropriate communication over a set period, e.g. 12 months. 	National Standard 1
That assessment collects culturally relevant information relating to NESB consumers' needs.	<ul style="list-style-type: none"> • Demographic data on NESB consumers collected at assessment within Client Information and Referral Record (CIARR). 	<ul style="list-style-type: none"> • At assessment, information collected in the CIARR on: <ul style="list-style-type: none"> – country of birth; – self-identification; – languages spoken at home; – cultural/religious affiliation; – language/communication assistance required. 	

Objective	Strategies	Measuring Performance Indicators	National Service Standard
That client assessment contains information to assist in providing culturally appropriate support.	<ul style="list-style-type: none"> • Assessment guidelines contain culturally responsive indicators of need as well as opportunities for input by consumers and/or ethnic organisations. • NESB CIARR Resource Kit is used (see Resource List) • That interpreters in community languages are made available, where required. 	<ul style="list-style-type: none"> • Indicators of need are recorded. Examples are: <ul style="list-style-type: none"> – recent arrival/refugee status; – culturally relevant patterns of family support which affect carer stress; – supports available within the ethnic community/outside the community. • Proportion of interpreters made available (out of total requests). 	National Standard 1
That the consumer is consulted about having an independent person of their choice to assist them in the CIARR process.	<ul style="list-style-type: none"> • NESB consumer input into selection of an independent person to assist in CIARR process, where required. 	<ul style="list-style-type: none"> • Number of users provided with an independent person (as a proportion of requests). 	National Standard 1 and 7
That the agency monitors a consumer's refusal of a service.	<ul style="list-style-type: none"> • Agencies take into account cultural factors which may lead to a consumer's refusal of service which is used for future planning. 	<ul style="list-style-type: none"> • Data on NESB consumer's refusal of service collected. 	National Standard 1 and 7

Objective	Strategies	Measuring Performance Indicators	National Service Standard
That a culturally appropriate disputes mechanism is available to NESB consumers.	<ul style="list-style-type: none"> Written guidelines on complaints procedures translated where appropriate and distributed. 	<ul style="list-style-type: none"> Proportion of NESB consumers provided with written complaints guidelines. Resource kits of advocates collated. 	National Standard 1 and 7

2. Cultural Relevance

All HACC service providers are required to ensure that their services are accessible and culturally relevant. Cultural relevance means ensuring that services have an awareness of and are responsive to the particular values, language and traditions of consumers. HACC services should be adapted to meet the special needs of NESB people.

Objective	Strategies	Measuring Performance Indicators	National Service Standard
That the agency evaluates the characteristics and needs of the NESB target group.	<ul style="list-style-type: none"> • Develop processes aimed at analysing needs, such as consultations, consumer interviews and analysis of demographic data. 	<ul style="list-style-type: none"> • Number of evaluation activities over set time period of 12 months, e.g.: <ul style="list-style-type: none"> – organisations consulted; – consumer interviews; – analyses of demographic data. 	National Standard 1
That NESB consumers have access to workers who are culturally appropriate.	<ul style="list-style-type: none"> • Recruitment of culturally skilled workers, e.g. language skills, experience. • Recruitment advertisements include skills in culturally appropriate service delivery. 	<ul style="list-style-type: none"> • Proportion and number of workers with language or other skills. • Appropriate recruitment policy in place. 	National Standard 2

Objective	Strategies	Measuring Performance Indicators	National Service Standard
Ensure that staff are skilled in areas of cross-cultural communication and cultural sensitivity.	<ul style="list-style-type: none"> • Set in place training in access and equity. • Cross-cultural training in assessment. • Training in cross-cultural sensitivity for direct care workers and home care staff. 	<ul style="list-style-type: none"> • Proportion of management who have training sessions and number of sessions over set period of time. • Proportion of assessment staff who have attended training sessions and number of sessions over set period of time. • Proportion of direct care staff who have training sessions and number of sessions over set period of time 	National Standard 1
That procedures for the use of language services are in place.	<ul style="list-style-type: none"> • Staff have information and training in the referral to and use of translation and interpreter services. 	<ul style="list-style-type: none"> • Proportion of staff trained/informed. 	National Standard 1 and 7

For agency to suggest:

3. Consultation

The design and provision of services to NESB consumers should be planned and delivered in consultation with ethnic communities and/or their representatives.

Objective	Strategies	Measuring Performance Indicators	National Service Standard
That services are planned and delivered in consultation with consumers and ethnic communities.	<ul style="list-style-type: none">• Service options are developed in consultation with consumers and ethnic communities.	<ul style="list-style-type: none">• Number of consultations with ethnic communities to plan and deliver services over set time period, e.g. 12 months.	National Standard 1 and 2
That consumers report satisfaction with the consultation process and their level of involvement in that process.	<ul style="list-style-type: none">• Consultation process evaluated.• Consumer satisfaction through surveys and forums.	<ul style="list-style-type: none">• Number of consultations over set time period, e.g. 12 months.• Surveys of consumer satisfaction with process of consultation.	National Standard 2

For agency to suggest:

4. Information

Information about HACC services should be provided in community languages preferred by consumers. Information should include available services, costs, assessment procedures and client rights. An information strategy should be an integral and ongoing part of HACC services.

Objective	Strategies	Measuring Performance Indicators	National Service Standard
<p>That the agency targets its information to be accessible to non-English speaking consumers within its catchment.</p>	<ul style="list-style-type: none"> • Information strategies trialed to develop best practice, e.g. radio, community language pamphlets. • Information on services, rights and responsibilities and grievance procedures, including NESB people's right to an advocate, translated into community languages. • That signs and written material are in place in community languages in accessible areas in services, e.g. reception areas. • Literature/information disseminated through libraries, e.g. ethnic appropriate media and culturally relevant venues. 	<ul style="list-style-type: none"> • Proportion of NESB consumers approximates proportion of NESB target group over a set period, e.g. 12 months. • Number and proportion of community languages in which guidelines are available. • Number and proportion of signs in community languages of NESB groups. • Numbers of initiatives over set time period. List media and venues used. 	<p>National Standard 2, 5 and 6</p>

Objective	Strategies	Measuring Performance Indicators	National Service Standard
<p>That NESB consumers have access to workers who are culturally skilled.</p>	<ul style="list-style-type: none"> Recruitment of workers culturally skilled in providing information. 	<ul style="list-style-type: none"> Proportion and number of workers with NESB language skills of NESB target group. Appropriate recruitment policy in place. 	<p>National Standard 2</p>
<p>That information is provided which publicly states fees, means testing or donations policy.</p>	<ul style="list-style-type: none"> NESB consumers have translated information on fees, means testing or donations policy. Information is available in other formats, such as audio, in the consumer's chosen language, where the written format is not appropriate. 	<ul style="list-style-type: none"> Material presented in community languages. 	<p>National Standard 2</p>

For agency to suggest:

5. Special Program Needs

The HACCC program recognises that, in some circumstances, NESB people are more likely to access HACCC services in the company of others of similar cultural background. Programs specifically for people of the same language and cultural group should be considered when:

- This is the clear preference of service consumers.
- This is the most effective means of accessing HACCC services by the client group.

Examples of such services may include ethno-specific Adult Day Activity and Support Services (ADASS) days and/or hours, and some Social Support (Friendly Visiting services, and centre-based ethnic meals programs).

Objective	Strategies	Measuring Performance Indicators	National Service Standard
That NESB consumers' preferences for services are established, including the most culturally appropriate way to access HACCC services.	<ul style="list-style-type: none"> • The agency ensures that NESB consumers have the opportunity to contribute to reviews and planning of culturally appropriate services. • That a system for collecting information on consumers' preferences is in place, e.g. case records. • That a system is in place for staff sharing of knowledge. 	<ul style="list-style-type: none"> • Consumer measures of culturally relevant services through surveys over a set period, e.g. 12 months. • Consumer preferences analysed to assist planning. • Staff sessions to share knowledge about NESB target group. 	National Standard 1

Objective	Strategies	Measuring Performance Indicators	National Service Standard
That agency makes sure that on-going monitoring and review takes place to ensure that services are appropriate for NESB consumers.	<ul style="list-style-type: none"> This tool is implemented. 	<ul style="list-style-type: none"> Data and information collection using this tool. 	National Standard (All Standards included within monitoring)

For agencies to suggest:

6. Service Coordination

HACC service providers should recognise that ethnic communities frequently seek services outside the municipal and/or regional areas in which they reside. Regional strategies, such as resource sharing and cross-municipal coordination, should be encouraged when ethnic consumers would otherwise be disadvantaged.

NESB consumers should have access to the full range of HACC support services, so that they may receive an integrated package of services suitable to their particular needs. This outcome can best be achieved when there is a coordinated network of service providers, which may include generic service providers such as a local government, community health centres, nursing and allied health services and others, partnerships and cooperative arrangements between generic and ethnic organisations, and ethno-specific organisations and groups.

Objective	Strategies	Measuring Performance Indicators	National Service Standard
That the agency discusses with the consumer possible choices for support, including those provided by culturally appropriate organisations.	<ul style="list-style-type: none"> • Consumers are informed of culturally appropriate options. 	<ul style="list-style-type: none"> • Number of referrals to culturally relevant options. • Types of options made available to NESB consumers, e.g.: <ul style="list-style-type: none"> – brokerage; – culturally skilled care managers; – linguistically and culturally skilled home care providers; – partnerships with ethnic organisations. 	National Standard 2 and 4

Objective	Strategies	Measuring Performance Indicators	National Service Standard
<p>That the agency has a process for coordination and/or referral with ethnic agencies, advocacy and consumer organisations.</p>	<ul style="list-style-type: none"> • Develop a strategy for coordination, referral and consultation between agencies. • Potential strategies are: <ul style="list-style-type: none"> – brokerage; – contracting out of services to meet needs of NESB consumers; – partnerships between ethnic and HACC providers. 	<ul style="list-style-type: none"> • Protocols for coordination and referral over a set time period, e.g. 12 months. • Numbers and types of strategies over a set time period, (e.g. 12 months) for example: <ul style="list-style-type: none"> – brokerage arranged; – services contracted out to meet needs of NESB consumers; – partnerships formed between ethnic and HACC providers; – consultation with ethnic agencies/ community members. 	<p>National Standard 4</p>
<p>When remaining at home is no longer appropriate, the agency makes referral to appropriate acute or residential care alternatives via Aged Care Assessment Teams.</p>	<ul style="list-style-type: none"> • That referral systems for NESB consumers to culturally appropriate alternatives are in place. • NESB consumers are satisfied with culturally appropriate referrals. 	<ul style="list-style-type: none"> • Data is recorded and analysed on referral outcomes. • Consumer satisfaction surveys. 	<p>National Standard 4</p>
<p>For agencies to suggest:</p>			

7. Accountability

All HACC service providers are required to adhere to HACC program policies and administrative procedures. Service agreements are designed to ensure that service plans for organisations providing HACC programs incorporate the HACC National Standards. These standards require the provision of services designed to meet the specific needs of individuals and ensure that consumers receive access to services on the basis of relative need. National Standards therefore require HACC service providers to ensure that arrangements are made for NESB consumers within their area of operations to have information about and equitable access to the full range of HACC support services they provide.

Objective	Strategies	Measuring Performance Indicators	National Service Standard
That the agency monitors, evaluates and adjusts its service delivery to meet the needs of its targeted group.	<ul style="list-style-type: none"> • Mechanisms to monitor NESB consumer outcomes are established. • Feedback to service planning. 	<ul style="list-style-type: none"> • Establish policies and procedures. • The agency utilises data on needs and consumer feedback to plan services. 	National Standard 1, 3 and 4
That the agency has policies and procedures in place for good management and service delivery practices to NESB consumers.	<ul style="list-style-type: none"> • Establish policies and procedures. • Consumer satisfaction is assessed through surveys of management practices with respect to NESB needs. 	<ul style="list-style-type: none"> • Policies and procedures in place. • Surveys undertaken over a set period, e.g. 12 months. 	National Standard 1, 3 and 4

Objective	Strategies	Measuring Performance Indicators	National Service Standard
<p>The agency is prompt in making available information to the community and funding bodies on the operation of the agency for planning and accountability for NESB consumers.</p>	<ul style="list-style-type: none"> • The agency has an access and equity policy which is publicly available. • Agency develops a strategy to report on activities of NESB consumers. 	<ul style="list-style-type: none"> • Policy publicly available and accessible. • A survey report developed. 	<p>National Standard 2 and 3</p>



Guidelines for the Home and Community Care (HACC) National Service Standards

The National Service Standards are based on seven objectives, applicable across HACC services. These objectives are:

Objective 1: Access

To ensure that each consumer's access to a service is decided only on the basis of relative need.

Objective 2: Information and Consultation

To ensure that each consumer is informed about his or her rights and responsibilities, and the services available, and consulted about any changes required.

Objective 3: Efficient and Effective Management

To ensure that consumers receive the benefit of well-planned, efficient and accountable service management.

Objective 4: Coordinated, Planned and Reliable Service Delivery

To ensure that each consumer receives coordinated services that are planned, reliable and meet his or her specific ongoing needs.

Objective 5: Privacy, Confidentiality and Access to Personal Information

To ensure that each consumer's rights to privacy and confidentiality are respected and that he or she has access to personal information held by the agency.

Objective 6: Complaints and Disputes

To ensure that each consumer has access to fair and equitable procedures for dealing with complaints and disputes.

Objective 7: Advocacy

To ensure that each consumer has access to an advocate of his or her choice.



Cultural Planning Resource List

HACC Cross-Cultural Training Manual
Action on Disability within Ethnic Communities (ADEC),
1994.

Available: ADEC. Tel: 9383 5566.

Strategies for Access and Equity in HACC Compul-
sory Competitive Tendering—
A Resource Manual
ADEC, 1995.

Available: ADEC. Tel: 9383 5566.

HACC Cultural Planning Tool
ADEC/Victorian Government Department of Human
Services, 1996.

A process and measurement tool for HACC providers for
the achievement of culturally relevant services. Includes
objectives, strategies and performance indicators.

Available:

- Department of Human Services. Tel: 9616 7329.
- ADEC. Tel: 9383 5566.

The CIARR NESB Resource Kit
A kit to assist providers in using the Common Information
and Referral Record with consumers of a non-English
speaking background.
Available ADEC: Tel: 9383 5566.

Working with Interpreters; Speaking of Diversity
Two Victorian Government guidelines for the use and
availability of language services. Excellent publications.

Available from Department Human Services via Welpac.
Tel: 9587 0333.

Aged Care Information and Referral Service
Operated by the Ethnic Communities Council of Victoria.

Provides information link-up services for all mainstream
aged care providers and all ethnic organisations. It also
provides a directory, radio on aged care, referral service
and demographic provision.

Contact: Anita Milicevic. Tel: 9427 1300.

Senior Stats
A data package on computer disc which enables a
comprehensive breakdown of 1991 Australian Bureau of
Statistics (ABS) data (including ethnic data).

Available: Aged, Community and Mental Health Division,
Victorian Government Department of Human Services.
Tel: 9616 7132.

Victorian Multicultural Affairs Unit
Inquirers can be provided, from an extensive database,
with breakdown by age, country of birth, geographical
location, and so on.

Contact: Research Officer, Jose Alvarado.
Tel: 9651 6539.

Working with People from Non-English Speaking
Backgrounds: Guidelines for Health Agencies
Department of Human Services 1995.

Available: Library, Department of Human Services.
Tel: 9616 8648.

For One and All. Access and Equity in Local Govern-
ment: A Guide to Customer Service in a Multicultural
Society
Local Government and Shires Association of NSW, 1994.

An excellent and practical guide to best practice, data
collection, corporate planning, employment, communica-
tion strategies, and so on.

Available: 215 Clarence Street, Sydney NSW 2000.

Consulting the Multicultural Way
Guidelines for Managers Consulting and Negotiating with
Non-English Speaking Background Groups, Canberra,
1994.

Available: Victorian Multicultural Affairs Unit.
Tel: 9651 6465.

Diversity Counts
A Handbook on Ethnicity Data, Canberra, 1994.

Available: Victorian Multicultural Affairs Unit.
Tel: 9651 6465.

Achieving Access and Equity
A Guide (Second Edition) for the Australian Public
Service, Canberra, 1994.

Available: Victorian Multicultural Affairs Unit.
Tel: 9651 6465.

Community Profiles
A series of Community Profile Reports is available, based
on the Australian Census of Population and Housing.
Each community profile shows the demographic and
socioeconomic characteristics of Australia's ethnic
population.

Available: Bureau of Immigration, Multicultural and
Population Research. Tel: 9342 1136.

Regional Victoria in Fact
1991 Census Statistics for Regional Victoria's New Local
Government Areas, July 1995.

Includes statistics on birthplace and religion of residents.
\$20.00 each.

Available: Victorian Government Department of Planning
and Development—Bookshop. Tel: 9628 5061,
9628 5062.

Ethnic Community Profiles
Statistical profile of people from a non-English speaking
background in metropolitan regions of Victoria, January,
1996. Western, Northern, Eastern Southern Metropolitan
Regions.

Available: Commonwealth Department of Human Serv-
ices and Health—Victoria Office. Tel: 9285 8915.

Victorian Multicultural Resources Directory
Information on Victoria's Multicultural Community Organi-
sations, 1996.

Available: Victorian Multicultural Affairs Unit.
Tel: 9651 6465.