



EVALUATION REPORT

**OF THE
FROM SYMBOLS TO SYSTEMS FRAMEWORK
SELF-ASSESSMENT TOOL**

Evaluation of the From Symbols to Systems "Self-Assessment" tool with partner organisations across the Inner North West catchment conducted by Garralak Consulting 2018



ACKNOWLEDGMENTS



Inner North West PCP acknowledges the peoples of the Kulin Nation as the Traditional Custodians/Owners of the land on which our work in the community takes place. We pay our respects to their culture and their Elders past, present and emerging

Further Acknowledgements

This evaluation would not have been possible without the active participation of the staff of Merri Health and Diabetes Victoria. Thank you for your valuable contributions, inputs and insights.

Thank you to all the project stakeholders that participated in the project activities including the Project Steering Group, the executive leadership of Merri Health and Diabetes Victoria, and representatives from Inner North West Primary Care Partnership.

Whilst every attempt has been made to genuinely reflect the responses of the participants, the opinions expressed in this report are those of the author and do not necessarily reflect the views and policies of the INWPCP or participating agencies.



Contents

1. Executive Summary	4
2. Background.....	5
3. What is Cultural Security?	6
4. The Pilot Project	8
5. Project participation, approach and activities	9
6. Evaluation Approach.....	12
6.1 Key Findings - The Process	13
6.2 Key Findings - The Framework.....	17
7. Key Recommendations.....	19
8. Evaluation Surveys – All Results	20
Appendix A: Self-Assessment checklist	25



1. Executive Summary

This report presents a review of the self-assessment tool from the “From Symbols to Systems Framework” Pilot Project supported through funding from the Inner North West Primary Care Partnership (INW PCP).

The Inner North West Primary Care Partnership (INW PCP) is committed to engaging with and supporting local organisations and other partners to deliver better and more effective health and community services to Aboriginal and Torres Strait Islander people.

The From Symbols to Systems Framework (FS2S Framework) Pilot Project invited partner organisations to submit an Expression of Interest to engage in piloting the FS2S Framework. GarraLak Consulting was engaged to support the EOI process, develop a self-assessment checklist utilising the FS2S Framework Template and provide intensive support to enable agencies to work with the FS2S Framework. The intensive support included delivering workshops with participating staff to utilise the Framework domains to identify areas of best practices related to cultural security and priority areas for further development.

Key Findings

Participants from across both agencies found it beneficial to take part in the process and to engage with the FS2S Framework, particularly to have the opportunity for cross-team discussions about providing cultural safety and cultural security and Aboriginal and Torres Strait Islander staff and community members. Participants from both agencies had challenges with the

Key Recommendations

- 1. Simplify the FS2S Framework Self-Assessment template**
- 2. Resource agencies to implement and review the FS2S Framework**



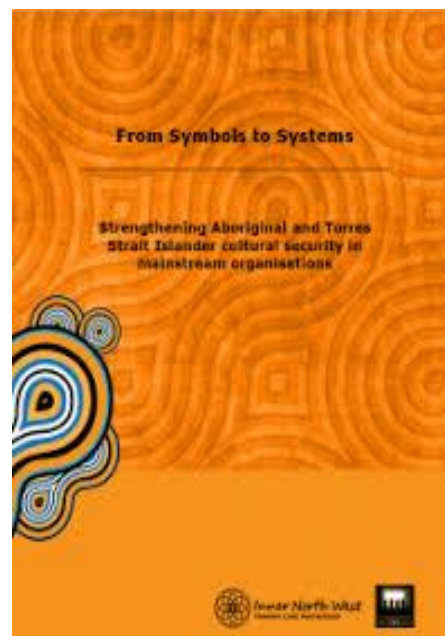
language and complexity of the FS2F Framework Self-Assessment template

2. Background

The Inner North West Primary Care Partnership is one of 28 Primary Care Partnerships across Victoria funded by the Victorian Department of Health and Human Services. INW PCP in partnership with The Long Walk developed a cultural security framework for organisations which has been informed by current best-practice cultural security frameworks and policies and the views of 60 Aboriginal and Torres Strait Islander people who discussed cultural security and related issues at the Working in Two Worlds forum held in March 2017.

The From Symbols to Systems Framework aims to support service providers by providing resources and tools to promote the delivery of culturally informed and responsive services to the Aboriginal community, develop workforce capacity and support the employment and retention of Aboriginal and Torres Strait Islander staff.

The “Framework” includes a self-assessment tool presenting domains widely recognised as fostering development of organisation wide protocols and strategies that place culturally informed values at the centre of health and community services development and delivery.



Launched on 6 December 2017

The domains provide guidance to mainstream organisations to support their Aboriginal and Torres Strait Islander staff more effectively and to provide services which better meet the needs of Aboriginal and Torres Strait Islander people.¹

¹ From Symbols to Systems Framework Page 15



3. What is Cultural Security?

Cultural Security

Cultural security is used in this report as a shorthand term for Aboriginal and Torres Strait Islander cultural security. Cultural security is a prerequisite for cultural safety. A culturally secure working environment reflects commitment to the principle that the design and delivery of services offered by an organisation will not compromise the cultural rights, values and expectations of the Aboriginal and Torres Strait Islander people working in that workplace. Cultural security is achieved by developing accessible and effective systems based on acknowledgement of the right to self-determination and empowerment of the Aboriginal and Torres Strait Islander people working in the service organisation.¹⁸ Cultural security can increase Aboriginal people's access to health care, increase the effectiveness of care that is received and reduce disparities in health and wellbeing outcomes. Cultural security is also a way for individuals and systems to work together to support the self-determination, rights and participation of Aboriginal people. Cultural security underpins achievement of better health outcomes for Aboriginal people.¹⁹²

Cultural Safety

Cultural safety is defined by a person's personal service experience. Cultural safety is not defined by service providers or by the professional and other staff working for them. A culturally safe environment is spiritually, socially and emotionally safe, as well as physically safe for people; where there is no assault, challenge or denial of identity, of who people are, and what they need. In a health setting, it is defined by the health consumer's experience of the care given, and by their ability to access services and to raise concerns.¹⁷ Cultural safety is an outcome of cultural security.³

² ¹⁸ *WA Health Aboriginal Cultural Respect – Implementation Framework*, Western Australia Department of Health, 2005, p. 3, cited in the *Aboriginal Cultural Security Framework 2016–2026*, Northern Territory Health, 2016.

¹⁹ *Northern Territory Health Aboriginal Cultural Security Framework 2016-2026*, 2016 **From Symbols to Systems Framework Page 11**

³ ¹⁷ R. Williams, Cultural safety: What does it mean for our work practice? *Australian and New Zealand Journal of Public Health*, 2008, 23(2): 213-214 **From Symbols to Systems Framework Page 11**



From Symbols to Systems

Domains of Cultural Security





4. The Pilot Project

The Inner North West Primary Care Partnership/INW PCP commissioned Garralak Consulting to:

- 1) Evaluate the accessibility and usability of the FS2S self-assessment tool
- 2) Assess the cultural responsiveness of participating organisations in the INW PCP catchment area
- 3) Develop actions plans based on the results of their organisational self-assessment and
- 4) Conduct an evaluation of the process and include recommendations in a report.

In August 2018, organisations were invited to participate in the project via an expression of interest (EOI), which was open to all INWPCP and the broader PCP partner organisations. Through this EOI process, organisations were required to demonstrate Aboriginal culture security was a key focus area for their organisation and confirm they had capacity to undertake all pilot activities, in terms of both time and resources.

Sample of Expression of Interest criterion:

- 1) Detail your organisation's/dept's current approach to addressing Aboriginal cultural security in the workplace.
- 2) Describe your current approach to Aboriginal or Torres Strait Islander employment?
- 3) Describe your approach to working with your local Aboriginal community?

Three (3) INW PCP member organisations submitted an EOI and two (2) were selected to participate in the project. The two successful organisations were:



5. Project participation, approach and activities

The consultant worked with the project lead at each of the piloting organisation and met with the Chief Executive Officers (CEO's) to provide an overview of the project, discuss the organisations vision for the project, confirm desired outcomes and determine agreed approach to the project.



Reasons for participation as expressed in FS2S Pilot Project Expression of Interest:

Merri Health is committed to work with the community to:

- make a positive difference in the lives and health of local Aboriginal and Torres Strait Islander people
- ensure that our organisation is culturally safe for Aboriginal and Torres Strait Islander people
- improve service access and cultural appropriateness for Aboriginal and Torres Strait Islander people
- work towards improving health and wellbeing of local Aboriginal and Torres Strait Islander people

Our organisation acknowledges that one of the best ways to achieve the results we aim for would be by increasing employment opportunities for Aboriginal and Torres Strait Islander people at Merri Health. We need to work toward attracting, supporting and retaining Aboriginal people who may choose to take positions with us and believe that a positive step would be to apply to take part in this pilot project. We are hopeful the FS2S self-assessment tool will assist us to identify and make necessary organisational change to better prepare us to be an employer of choice for Aboriginal and Torres Strait Islander people.



Diabetes Victoria is committed to reducing the impact of diabetes on Aboriginal and Torres Strait Islander people living in Victoria. We have had an Aboriginal and Cultural Diversity program for about 10 years. We have had an Aboriginal Liaison Officer employed over that time.

We are committed to ensuring that we are a culturally safe working environment. We want to be able to actively recruit more Aboriginal and Torres Strait Islander people in non identified roles.

Our new Strategic Priorities 2018 - 2021 include the priority of "Access & Equity" and we believe that this project will assist us in reaching our strategic priority goals.

Approach to assessment:

Merri Health

- Reconciliation Action Plan (RAP) working group utilised for project
- Self-assessment surveys distributed organisational wide
- Three (3) workshops delivered to work through each domain
- Priority setting using self-assessment outcomes
- Support to incorporate priorities into next RAP

Diabetes Victoria

- Participation across all levels of organisation
- Self-assessment survey distributed organisational wide
- Three (3) workshops delivered
 - ❖ Workshop 1 - Whole of organisation approach, Leadership and Quality planning, research and evaluation
 - Workshop 2 – Consumer Participation
 - Workshop 3 – Workforce and Communication
- Priority setting using self-assessment outcomes
- Development of Action Plan



Activities Snapshot:

Participation

- Developed FS2S self-assessment checklist
- Distributed FS2S self-assessment checklist
- Reviewed existing key organisational documents
- Performed analysis of FS2S self-assessment results
- Prepared workshop materials

Workshops

- 6 workshops conducted
- Total of 41 participants
- Discussed FS2S self-assessment findings
- Identified existing systems, processes and practices for improvement
- Used FS2S self-assessment process to determine organisational priority areas for each domain

Analysis of organisation priority setting

Determined process for implementation of priorities

Evaluation survey developed, distributed and analysed

Post project Interviews conducted



6. Evaluation Approach

The From Symbols to Systems Pilot Project evaluation was conducted using a mixed method of:

- Qualitative interviews held with project participants during November 2018. The evaluator guided the conversations / interviews with participants to further explore the accessibility and usability of the FS2S self-assessment template and the benefits and limitations of participating in the pilot project.

- Survey data and qualitative feedback from participants identifying the strengths and limitations of the self-assessment tool, as well as recommendations for its refinement

The key evaluation questions identified for this pilot were related to the accessibility and usability of the FS2S Framework Self-Assessment Template.

During the initial development of this pilot project, key stakeholders were consulted.

Key stakeholders included:

- **Project Reference Group Members**
- **Strategic & Operational Managers**
- **Primary Contact Staff**

These consultations offered the opportunity to consider how to evaluate The FS2S Framework at such an early stage in its implementation.

Garralak Consulting determined that participating staff would be invited to consider measures related to:

- **Importance**
- **Ease**
- **Usefulness**
- **Initial Impacts**

These measures were then applied to both the process and the Framework to identify areas to enhance its accessibility and usability. Key contacts at each agency took part in meetings, surveys, workshops, and interviews. All participants were provided with feedback surveys.



6.1 Key Findings - The Process

94%

average rating of participants for **how important** it was to participate in the **self-assessment survey** and **workshops**

Key Themes - Positives

Participants were asked to describe the best thing about the process of engaging with the FS2S process. The following responses emerged as key themes:

- Increased awareness
- Enabled cross-team conversations about cultural security
- Provided opportunity for organisation to see where they're at in their journey towards cultural security
- Having support from Aboriginal consultant

"To have an opportunity for open and honest dialogue about cultural security in the workplace for Aboriginal and Torres Strait Islander people and review what is happening to recommend how things can be improved."

Interview participant 2018

"It got people thinking about the framework and ways to improve our engagement and knowledge in a number of key areas."

Survey respondent 2018



81%

average rating of participants for **how easy** it was to participate in the **self-assessment survey** and **workshops**

Key Themes - Challenges

Participants were asked to describe the worst thing about the process of engaging with the FS2S process. The following responses emerged as key themes:

- Too many surveys
- Complexity of language and terms
- Hard to follow all the different key areas
- Framework tool seems to assume participants already have some knowledge of cultural security and cultural safety

"I think it was sometimes hard to follow all the key areas and how to put them into action."

"The language in the actual checklist and the background document is incredibly complex, difficult for those who aren't well across the concept of cultural security to comprehend it."

Survey respondents 2018



100%

of survey respondents **agreed** or **strongly agreed** that it was important to participate in the **self-assessment survey**

Self-assessment Survey

The self-assessment survey was developed using the strategies provided within the Framework toolkit. Participants were asked to reflect on their experience of completing the self-assessment survey.

Respondents unanimously considered it important to participate in the self-assessment survey. There was a mixed response to how easy and how useful it was to participate in the survey.

Key themes from the comments sections included concerns that the survey was long, the language was complex, there were areas of repetition and there was an assumption that respondents had some awareness of cultural security and cultural safety and its definitions.

I think it was important to participate in the FS2S Framework self-assessment survey	A+ 4.8/5 95%
I found it easy to participate in the FS2S Framework self-assessment survey	B 3.8/5 76%
I found it useful to participate in the FS2S Framework self-assessment survey	C 3.6/5 73%

“The initial survey was difficult to complete due to the complexity of the language.”

Survey respondent 2018



94%

of survey respondents **agreed** or **strongly agreed** that it was important to participate in the **workshops**

Workshops

The workshops were used to review the outcomes self-assessment survey and to identify key priorities for action. Participants were asked to reflect on their experience of engaging in the workshops.

Respondents rated it important to participate in the workshops, with many considering it easy and useful to participate in the workshops.

Key themes from the comments sections included the benefits of having discussions around the themes of cultural safety and cultural security for shared understanding and there were suggestions to increase the action-oriented focus within workshops.

I think it was important to participate in the FS2S Framework workshops	A	4.6/5	93%
I found it easy to participate in the FS2S Framework workshops	A	4.3/5	86%
I found it useful to participate in the FS2S Framework workshops	B	4.2/5	84%

"Having the workshops separated into the different domains was useful as we could all discuss areas that are relevant to us and that we are already doing some really great things at our organisation."

Survey respondent 2018



6.2 Key Findings - The Framework

94%

of survey respondents **agreed** or **strongly agreed** working with the Framework has been beneficial for their organisation

Reviewing the Framework

Participants were asked to reflect on the Framework and consider its benefits, how helpful, useful and important the tool is and whether using the tool had resulted in any initial impacts such as an increase in knowledge.

Respondents provided a very high rating for the importance of the tool and strongly agreed that the Framework had increased the participant's knowledge of the features of cultural security.

The lowest rating was for how helpful the tool is; the themes from the comments section relate this to the complexity of the language used in the Framework, and pre-existing lack of knowledge about cultural safety and security amongst some participants.

Suggestions included:

- streamlining the Framework
- providing some pre-training for staff about cultural security and safety
- providing clear examples and ideas of activities and specific actions that other agencies have taken to achieve the strategies.



FS2S Framework Evaluation Feedback

I think the FS2S Framework has increased my knowledge of the features of cultural safety	A	4.5/5	90%
I think the FS2S Framework is an important tool	A	4.4/5	89%
I think working with the FS2S Framework has been beneficial to our agency	B	4.2/5	84%
I think the FS2S Framework has increased my knowledge of how to enhance cultural safety at my agency	B	4.1/5	83%
I think the FS2S Framework is a useful tool	B	4/5	80%
I think the FS2S Framework is a helpful tool	B	3.8/5	76%

Number 1 responses for: If I had a magic wand for the FS2F Framework I would...

Simplify it! (and where not possible, define complex terms in plain language)

Make all staff go through workshop

Have the information in our database to easily and effectively communicate with relevant parties

Make it available to every person working in mainstream organisations across Australia, to address culturally based hazards and improve cultural security.

Run them again so I could attend them all

Allow the process to take a little longer to ensure that everyone could be present

Have a taskforce at every workplace to work at incorporating it.

Make it a compulsory standard that all organisations must be working towards meeting and then improving in.

Look at implementing this across all organisations as a mandatory approach.

Implement all the recommended changes tomorrow :)

Survey respondents 2018



7. Key Recommendations

1. Simplify the Framework, including:

- Streamline / reduce duplication
- Clearly define terms
- Use plain language
- Consider re-defining Self-Assessment tool to allow for a phased approach to be used to achieve Aboriginal and Torres Strait Islander cultural security

2. Resource organisations to use, implement and review the FS2S Framework, through:

- Ongoing promotion of the Framework through the Partnership network
- Ensure ongoing support for organisations around building capacity to use the FS2S Framework
- Identifying Aboriginal and or Torres Strait Islander consultants and mentors to support organisations



8. Evaluation Surveys – All Results

Combined Agencies – Participating Staff Surveys	Report Card Results
I found it easy to participate in the FS2S Framework self-assessment survey	B 3.8/5 76%
I found it useful to participate in the FS2S Framework self-assessment survey	C 3.6/5 73%
I think it was important to participate in the FS2S Framework self-assessment survey	A+ 4.8/5 95%
I found it easy to participate in the FS2S Framework workshops	A 4.3/5 86%
I found it useful to participate in the FS2S Framework workshops	B 4.2/5 84%
I think it was important to participate in the FS2S Framework workshops	A 4.6/5 93%
I think working with the FS2S Framework has been beneficial to our agency	B 4.2/5 84%
I think the FS2S Framework is a useful tool	B 4/5 80%
I think the FS2S Framework is a helpful tool	B 3.8/5 76%
I think the FS2S Framework is an important tool	A 4.4/5 89%
I think the FS2S Framework has increased my knowledge of the features of cultural safety	A 4.5/5 90%
I think the FS2S Framework has increased my knowledge of how to enhance cultural safety at my agency	B 4.1/5 83%

Best things about the process of engaging with From Symbols to Systems Framework?

The opportunity of hearing the perspectives of other people in the organisation and the willingness to be open and honest in sharing their ideas and thoughts. Also, because they come from other program areas they really broaden the conversations focus.

A clear understanding of what Merri Health currently has in place in this regard as I am new to Merri Health. In quality terms a gap analysis.

To have an opportunity for open and honest dialogue about cultural safety in the workplace for Aboriginal and Torres Strait Islander people and review what is happening to recommend how things can be improved.

Got to know the concept of cultural safety and it's characteristics.

I think frameworks like FS2S are a really important tool for bringing together different teams from the organisation to do a 'deep dive' into a particular topic area. It gives people an opportunity to reflect on their work, and also see how it fits into a bigger picture. It also helps bring people along in the process, and is an inclusive way of learning/building capacity in a topic area where people



might think that they know a lot, but perhaps could strengthen their knowledge.

It was great to talk to other about our perceptions

The conversations with the group and hearing input from everyone was very useful, being able to put out different ideas was great.

It was great to revisit this work since we have a lot of new staff who weren't here when we completed the Aboriginal Cultural audit about 5 years ago. It provided an opportunity to refocus our thoughts and work in the area of cultural safety.

Increased awareness...

Getting clarification on why the framework is important (i always knew/thought it was important but now i understand why)

Created cross team communication and it encouraged all staff to talk about cultural safety and what that means for our organisation.

Being supported by consultant Paula. Paula is great to work with, and a wealth of information.

I think it has generated some great discussions within the organisation, and some small actions have already been undertaken because of the workshops.

Learning some more ways our org can embed cultural safety in our processes

The opportunity to reflect on where the organisation feels we are placed in terms of the framework.

Having the workshops separated into the different workplace domains was useful as we could all discuss areas that are relevant to us and that we are already doing some really great things at our organisation.

I found it interesting to see people's interpretation of what was happening i - if we were implementing a process in a particular department or had a few people 'in charge' of it then it warranted a 'yes' rather than a 'sort of' response.

It got people thinking about the framework and ways to improve our engagement and knowledge in a number of key areas.

Bringing the importance of cultural responsiveness of our organisation, and cultural safety for Aboriginal and Torres Strait Islanders to the forefront of all we do. Greater understanding of the gaps in our organisation when it comes to supporting Aboriginal and Torres Strait Islander clients, and those working in mainstream organisations such as Diabetes Victoria.

While I was only able to attend the first session, it was good to get an insight into thinking and being able to hear from different people that identify Aboriginal and Torres Strait Islander, and what certain things mean/or how they interpret behaviours and systems. What I learnt is that everyone is different and it's always important to ask those that are impacted and that their answer, may not be a blanket answer for all Aboriginal and Torres Strait Islander people - it's always important to continue to ask questions.

Worst things about the process of engaging with From Symbols to Systems Framework?

The actual process was pretty long, difficult to get very busy people in a workplace engaged in such a long process. There were a lot of surveys, too many. I am leading the project for this organisation, and was struggling to keep up with all the surveys and I'm very much committed and engaged with the project, so I can imagine that others would have struggled - and I got feedback from staff that there were too many surveys.

The initial survey was difficult to complete due to the complexity of the terms.

Too process oriented!

None really

Lots of surveys, too many questions.

The complexity of it. It is very long, it isn't written in plain language.

Knowing there are aspects of the organisation that we should change but a lot of the influence on getting it implemented comes from the CEO/Manager approval level and highlighting the importance of implementing them.

I think it was sometimes hard to follow all the key areas and how to put them into action.

I would have preferred, more time spent interacting in a workshop environment and less time spent



of surveys. Although I understand surveys/feedback is vital for continuous improvement.

Probably just the timeframe - it would have been nice to take more time to really dissect each domain. Connecting the domains to Managers and relevant teams with those responsibilities would have been a real bonus.

It was a long process and I was not available for the second session. Also I was able to identify how little I knew about our organisation in this regard which is confronting.

It's not offered to all Merri staff to participate in.

Not sure of what recommendations will be progressed, if any.

Well, not much experience since I'm relatively new..

There are some aspects of the framework which are not relevant to our organisation. I also felt that the most important part of the assessment process is the discussions that are held between staff in the room, and wondered if this could be strengthened? For me, the process of doing a self-assessment individually, then talking through the results was not as useful as the discussions held in the room. I also felt there were some parts of the tool that were repetitive, as we found ourselves having the same conversations a couple of times.

I couldn't get to all sessions as I had conflicting appointments, which was very disappointing

I wouldn't describe anything as worst!

None

Things about the From Symbols to Systems Framework that need improvement?

Did find some of the questions challenging to understand and interpret as they might have been understood or perceived differently from different individuals. As much as the conversations were all really useful i did sometimes find it challenging when re-visiting discussions we already had, or when trying to fit things within the context of our organisation.

The initial survey.

Simplify the framework?

More focus on action and where to from here, small steps to get started on so we can improve as an organisation. Also, maybe some more direction in workshops or cues to generate more conversation.

The language in the actual checklist and the background document is incredibly complex, difficult for those who aren't well across the concept of cultural security to comprehend it. It would be helpful to have some suggestions of how to go about completing the framework if you don't have a consultant supporting you- an individual/a team?

I received feedback from some staff that because they were just learning what cultural safety meant, they weren't sure what they could suggest in terms of improvements, so they weren't sure how to engage in the conversation. Already having some samples of activities that could be done as a starting point may be helpful.

I had shared the framework multiple times, sent several emails, presented at our all staff meeting, and people were still confused about what they were doing in the workshops. I think being really clear about the objectives of what is going to be completed in the workshops would be helpful.

I received feedback from other staff that they were expecting the workshops to be more action focused, so really talking about what we are doing/not doing and what we should do. The workshops mostly were focused on a general discussion on the survey results, but we ran out of time to get into actions. As such, I don't think that the workshops were that helpful in being able to determine actions moving forward. They were great in terms of generating some discussion and a better understanding of the project.

Maybe there could be an online training for staff before hand on cultural security, and explain the framework using visuals, videos, in plain language to set the scene and prepare for the work to be undertaken. I think the surveys could be combined so that what we are doing and aren't doing and what they think a priority should be is all in the same survey - but keep it short. :)"

The surveys were long, too many to complete, and the language used was confusing and we were not sure of what was being asked of us.



I don't think it was clear about the purpose of the workshops and what was meant to be achieved by the end of the session, I felt that it was more of a discussion/audit rather than enforcing actions to improve where - I completely understand the discussion nature of the framework and ensuring that staff have an adequate understanding of the framework first before we can progress into the 'action' phase but more directive around this could have been discussed.

Some of the language is a bit clunky, a bit wordy which makes it difficult to interpret or re-interpret when trying to make sense of.

To define some of the terms like "cultural safety" and "cultural hazards". The Framework also makes an assumption that everyone responding to the surveys know what is happening across the organisation.

I have started to answer this above - sorry! In addition to what I've written above, I also feel like it might be useful to have a few different examples/options for some of the criteria in the framework. At times, we determined that a criterion wasn't relevant to our organisation because it didn't exactly meet our systems/processes. However, I think the principle / aim of the criteria is useful, but the way in which we might go about it needs to be adapted to suit our context. For example, re. the KPI in all performance development plans - our annual performance review system does not allow for mandated KPIs, nor do we have capacity to monitor these. However, we do have an option to include cultural safety within another part of the performance review system as an example/prompt. The principle behind this criteria is that we want managers to be accountable for cultural security practices, an an example of this is including mandatory KPIs (and probably lots of other examples).

I was happy with the components I participated in

If I had a magic wand for the FS2F Framework I would...

Simplify it! (and where not possible, define complex terms in plain language)

- 1. Make all staff go through workshop**
- 2. Create on line versions of the workshop**

1. Have the information in our database to easily and effectively communicate with relevant parties
2. Data would then assist in engaging Aboriginal or Torres Strait Islander clients, community members in program and event development.
3. Have a contact list of community groups, organisational networks.

Make it available to every person working in mainstream organisations across Australia, to address culturally based hazards and improve cultural security.

1. run them again so I could attend them all
2. imbed cultural security into all areas of community without challenges or barriers
3. encourage more people from the Aboriginal and Torres Strait Islander community to work with Merri Health

- 1. Allow the process to take a little longer to ensure that everyone could be present**
- 2. Allow more time for discussion, and document actions as we went through**

1. Have a taskforce at every workplace to work at incorporating it.
2. Have it embedded into every workplace.
3. Have more Aboriginal people employed in mainstream because of it.

- 1. Make it a compulsory standard that all organisations must be working towards meeting and then improving in.**
- 2. Easier integration of the framework into our current reconciliation action plan and associated committee.**

1. Look at implementing this across all organisations as a mandatory approach.
2. Look at increasing budget within organisations to allow for recommendations to be implemented
3. Ensure the framework is delivered across all governance, executive and leadership levels to



implement.

Implement all the recommended changes tomorrow :)

Any other comments / feedback / suggestions

A great opportunity for our organisation to be involved. Thank you so much Paula for your time and work with us.

It would be great to see examples from other champion organisations which are leading the way in this field. This may enhance motivation and inspire new ideas and actions in our own organisation.

It would be goods to know what changes in our org as a result of this process - to see we undertook the process and made positive changes as a result.

The sessions provided lots of interesting information and overall an insight into ways in which we can implement improvement. There were a lot of surveys and many of the questions were quite subjective.

This is feedback I had saved in a word document from several staff:

In terms of the initial survey:

- Perhaps add a link to definitions of terms such as "cultural security"
- Maybe have it in a survey tool (get feedback, survey monkey), as it is easier than having to save a document and email it
- Add an option similar to "sometimes" or "in some parts of the organisation, but not across the whole organisation"
- The survey allows multiple boxes to be ticked for each question, results may be affected by this if a box is accidentally ticked
- Might be useful to include definitions on the survey itself (especially for staff who don't work in this area) perhaps on a page at the front
- Some of the high-level strategy questions (e.g. allocation in the budget, knowledge of board) aren't relevant to everyone's role and aren't really things you could expect people to know
- Are we interested in whether we have these things or whether staff know we have these things? I.e. some of the questions re strategy etc most people could answer if they knew which policies and procedures to look at. Depending on the information we're looking for it could be worth specifying that people should answer from their own knowledge or in relation to their own area?
- Definitely needs to be a "sometimes" or "in some areas" answer. The previous audits had categories - "Poor" "Could do better" "We do this well" and "Unsure" which might also be useful. Alternatively, you could look at asking people to answer in relation to their own area.

Thank you Paula for delivering such an invaluable workshop.

No.

Thanks Paula for working with us and providing us with some valuable insights and direction for our work going forward.

It's been a very worthwhile experience, even if a bit rushed. Has raised a lot of opportunities for us to really work cultural security into our organisations strategic plans.



Appendix A: Self-Assessment checklist

Domain 1. Whole of Organisation approach:
 A systemic whole-of-organisation approach will ensure that cultural security is embedded across the organisation and commitment to action is underpinned by accountability measures, governance systems and evaluation

Does your organisation have or do?	Y	N	Not sure	Kind of.
Strategic priorities or operational policies that support Aboriginal cultural security?				
Planning and practices that engage with and responds to the diversity of Aboriginal and Torres Strait Islander communities?				
Aboriginal or Torres Strait Islander representation on Board?				
Organisational Aboriginal or Torres Strait Islander staff, client or community led groups that participate, contribute, monitor and evaluate cultural security?				
Aboriginal or Torres Strait Islander community engagement strategies?				
Allocation in annual budget for addressing/improving cultural security?				
Cultural security incorporated into workplace health and safety systems and practices?				
Bullying and harassment policy?				
Anti- Discrimination policy?				
Equal opportunity and diversity policy?				

Domain 2. Leadership:
 Leadership at all levels plays a key role in driving cultural security. Leaders promote the importance of planning, implementing, evaluating and celebrating cultural security performance and achievements

Does your organisation have or do?	Y	N	Not sure	Kind of.
Executive or senior management positions held by Aboriginal or Torres Strait Islander?				
Cultural security champions within the leadership team?				
Cultural security included as a KPI in all Performance Development Plans?				
Leaders encourage and support cultural security initiatives across organisation and teams?				
A cultural security advisory role?				



Domain 3. Consumer and community participation

Clients and other service users and local community are engaged as active partners with service providers to provide feedback that supports culturally secure service planning, implementation and evaluation

Does your organisation have or do?	Y	N	Not sure	Kind of.
Gather and monitor feedback from Aboriginal or Torres Strait Islander clients, staff and or community?				
Engage Aboriginal or Torres Strait Islander staff, clients and or community organisations in service/program design including resource materials?				
Engage Aboriginal or Torres Strait Islander staff, clients and or community in evaluation processes?				
Collect data on numbers of Aboriginal or Torres Strait Islander staff and clients				
Formal partnerships with Aboriginal community-controlled organisation?				
Participate on local/state-wide Aboriginal led reference groups/networks?				

Domain 4. Workforce

Aboriginal and Torres Strait Islander people need to be employed in key roles and actively engaged in cultural security systems development in health, community services and justice organisations. These people also need access to professional development opportunities, both personal opportunities and those likely to lead to improvements in Aboriginal and Torres Strait Islander client satisfaction outcomes

Does your organisation have or do?	Y	N	Not sure	Kind of.
Aboriginal or Torres Strait Islander staff?				
Aboriginal or Torres Strait Islander staff in Executive or Senior Management positions?				
Aboriginal or Torres Strait Islander staff trainee positions?				
Promote organisation in community as an employee of choice?				
Co-location arrangements for Aboriginal or Torres Strait Islander staff with local ACCO's?				
Mentoring programs for Aboriginal or Torres Strait Islander staff?				
Culture security principals and Aboriginal and Torres Strait Islander history included in induction process of new staff?				
Secondment opportunities for Aboriginal or Torres Strait Islander staff?				
Aboriginal and Torres Strait Islanders actively involved in staff recruitment and induction programs?				
Culture or ceremonial leave policy?				



Recorded data on number of Aboriginal and Torres Strait Islander staff?				
Annual Aboriginal and Torres Strait cultural awareness training for all staff?				
Professional development processes that support career advancement?				
Culture security practices are included as KPI in organisations performance development plans and annual reviews?				
Board of Directors and Executive Management have appropriate knowledge of cultural security principals to oversee the implementation, monitoring and evaluation of the organisations cultural security performance and practice?				
Organisational policies and procedures to deal with breaches of cultural security?				

Domain 5. Communication

Effective communication is integral to embedding cultural security processes in organisations

Does your organisation have or do?	Y	N	Not sure	Kind of.
Provide access to Aboriginal or Torres Strait Islander interpreters?				
Conduct culturally appropriate information/educational sessions for Aboriginal and Torres Strait Islander clients that support clients to make informed choices?				
Resources are developed and used in a culturally appropriate way?				

Domain 6. Quality improvement, planning, research and evaluation

Quality improvement, planning, research and evaluation underpin learning and reflection on how to address cultural security. Learnings inform ongoing planning

Does your organisation have or do?	Y	N	Not sure	Kind of.
Quality data collection practices?				
Annual organisational cultural audits and evaluation processes that inform future strategic and operational planning?				
Ongoing research is conducted to identify best practice models of cultural security?				
New service, programs and initiatives have a focus on cultural security in program evaluations?				