

Acknowledgement

WA Primary Health Alliance acknowledges and pays respect to the Traditional Owners and Elders of this country. We recognise their diversity and the significant importance of their cultural heritage, values, beliefs and self-determination in contributing to the positive health and wellbeing of the whole community.



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Foreword

We are very pleased to present the WA Primary Health Alliance (WAPHA) LGBTIQ+ Equity and Inclusion Framework 2023-2025.

Western Australia has a very diverse community, and we all benefit from that diversity in our lives, families, workplaces and society. We know from research and consultation feedback that health services don't always fully reflect that diversity, and the discrimination, harassment and hostility experienced by LGBTIQ+ people in many parts of everyday life can also impact on equitable access to health services.

In a recent WAPHA survey, 63 per cent of those who responded reported feeling unsafe in a health care setting. This can lead to important information not being disclosed to health providers and timely and appropriate health care not being accessed.

Having staff aware of and trained in unique and specific LGBTIQ+ health care needs, understanding and reflecting on the discrimination experienced by LGBTIQ+ people and committing to inclusive communication and practices can break down barriers and create a safe and welcoming environment for LGBTIQ+ staff and community members.

Ensuring LGBTIQ+ people have access to safe, inclusive and culturally appropriate primary health care is a priority for WAPHA. We are committed to continue building respectful relationships across primary health care services to improve inclusion, equity and access for people with diverse bodies, identities and experiences.

WAPHA is on a learning journey towards an authentic partnership with LGBTIQ+ communities and will continue to advocate for safe, inclusive and culturally appropriate services for LGBTIQ+ people. We will hold ourselves accountable to our Board, staff and community members.

This framework, along with WAPHA's Rainbow Tick accreditation, Quintuple Aim of Health Care (including equity) and QIC Health and Community Services Standards accreditation, commits WAPHA to a three-year time frame working internally, with services we commission and with primary care services to support their journeys to developing cultural competency and safety for people with diverse bodies, identities and experiences.

The Framework has been developed in collaboration with Kambarang Services and in consultation with community members, WAPHA's LGBTIQ+ Stakeholder Reference Group, service providers, peak bodies and WAPHA team members.

Dr Richard Choong, Board Chair

Leanne Durrington, Chief Executive Officer

About WAPHA

As part of the Australian Government's Primary Health Network (PHN) initiative, WAPHA operates the state's three PHNs – Perth North, Perth South and Country WA. As a state-wide agency, we support a population of over 2.5 million and cover an area of almost 2.5 million square kilometres.

We currently invest about \$170 million a year into the primary health care system in WA, commissioning services and supporting GPs and primary health care workers to improve access to health care for people with an increased susceptibility to adverse health outcomes. This includes Aboriginal, culturally and linguistically diverse communities and LGBTIQ+ communities.

Our investment sits alongside that of state and federal agencies, and our strong partnerships and ability to look system-wide at issues of equity and access mean we can help shape, strengthen and sustain a culturally safe health system for the future.

WAPHA Strategic Plan

Better Health Together, WAPHA's *Strategic Plan 2020 – 2023*, outlines WAPHA's vision of a more connected primary health care system, that minimises barriers to access and ensures individuals can access care as close to home as possible.

Our Strategic Priorities

**Empower people
and communities**



**Promote and
prioritise an integrated
health system**



**Commission services
in a planned and
targeted way**



**Continuously improve
primary health
care practice**



LGBTIQA+ Equity and Inclusion Framework

The WAPHA LGBTIQA+[#] Equity and Inclusion Framework (Framework), shapes WAPHA's commitment to health equity and increased access for people with diverse bodies, identities and experiences by improving competency and safety to deliver improved patient/client interactions and health outcomes.

The Framework sets out the key elements of inclusion and principles to guide the design, development and delivery of services by WAPHA staff, commissioned service providers and primary care services, to facilitate a consistent, safe service experience for LGBTIQA+ people and communities.

The Framework is the result of consultation with LGBTIQA+ people and communities, peak bodies and service providers on how WAPHA and our commissioned primary health care services can become more equitable and inclusive in providing for the diversity of LGBTIQA+ health needs.

Expected outcomes

- WAPHA provides safe employment for LGBTIQA+ staff members.
- The services designed, procured and commissioned by WAPHA are safe, effective, appropriate, customer focused, and accessible for LGBTIQA+ people.
- High quality primary health care programs and services are developed to improve competency of WAPHA's commissioned service providers by providing an overarching framework for programs and services.
- The principles and expectations around LGBTIQA+ competency are clearly set out and communicated to WAPHA staff and key stakeholders.
- There is an established Framework to assist WAPHA in meeting its legal and ethical responsibilities for the provision of safe programs and services provided by staff, contractors and subcontractors.
- Primary health care providers are supported, through quality initiatives and tailored resources, to deliver culturally safe and appropriate services, with a resulting improvement in patient experience, engagement and health outcomes.

[#] Throughout this document LGBTIQA+ is used to refer lesbian, gay, bisexual, trans/transgender, intersex, queer, asexual, aromantic and other sexuality, gender, and bodily diverse people and communities. We recognise that LGBTIQA+ people have terms and language they prefer when describing their sex characteristics, gender and sexuality and that this language is evolving. The use of the LGBTIQA+ acronym is not intended to be limiting, or exclusive of certain groups. We recognise that not all people will identify with this acronym or use these specific terms.

“Practitioners that are well educated about the LGBTIQ+ community make me feel safe, relaxed and able to concentrate on why I’m seeing them. It is so good to feel seen and normal, it has a very positive impact on my mental health.”

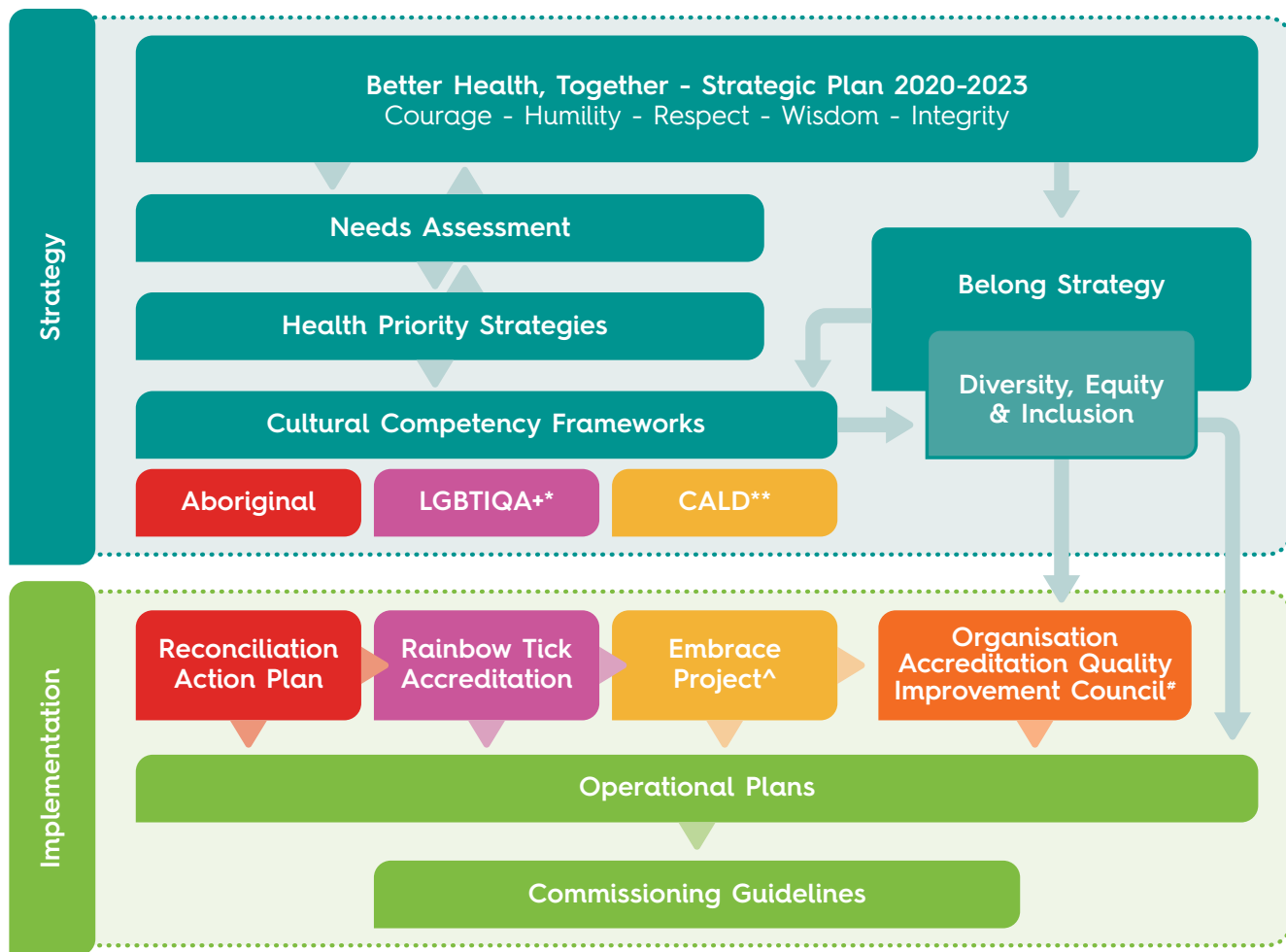
WAPHA Community Survey 2022

The Framework and associated actions form part of a suite of documents to support LGBTIQ+ inclusion, competency and safety within WAPHA, the commissioned service providers we fund and primary health care services more broadly.

The following framework documents are being developed:

- Rainbow Tick Plan
- Commissioning Guidelines for Aboriginal cultural competency, LGBTIQ+ equity and inclusion, and culturally and linguistically diverse cultural competency to provide guidance on WAPHA’s expectations in relation to cultural competency, safety, equity and inclusion.
- Toolkit – collated online resources to assist WAPHA staff and primary health care providers in achieving competence, improving safety, equity and inclusion.

Strategic approach to cultural competency



The Framework is one of three cultural competency frameworks focused on priority community groups.

All the Frameworks are designed to complement WAPHA's existing strategies and initiatives, build on agreed actions and contribute to the organisation's accreditation requirements.

They sit under the umbrella of the **WAPHA Strategic Plan** and Belong Strategy's Diversity, Equity and Inclusion pillar, and are supported by Commissioning Guidelines and resource toolkits.

* Lesbian, gay, bisexual, trans/transgender, intersex, queer, asexual, aromantic and other sexuality, gender, and bodily diverse people and communities

** Culturally and linguistically diverse - multicultural

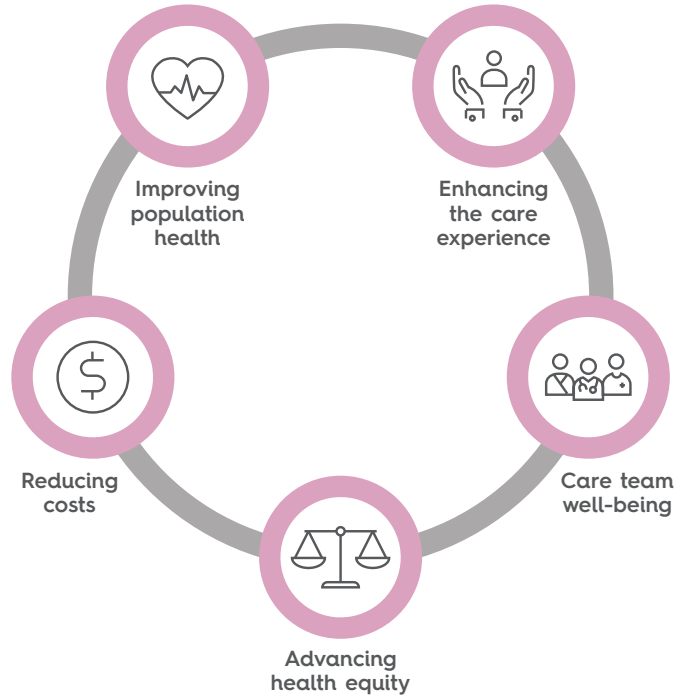
[^] **Embrace Project: Embrace Multicultural Mental Health** (the Embrace Project) is run by Mental Health Australia and provides a national focus on mental health and suicide prevention for people from culturally and linguistically diverse (CALD) backgrounds.

[#] Quality Innovation Performance (QIP) Accreditation against the Quality Improvement Council (QIC) Health and Community Service Standards.

Quintuple Aim

WAPHA, along with many other health care funders, aims to achieve the goals of the Quintuple Aim for Health Care Improvement. This commitment provides a unique opportunity for WAPHA, like-minded health care providers and communities to work together to provide safe and inclusive services, address equity, improve work experiences and improve health outcomes at a more sustainable cost.

WAPHA has used the Quintuple Aim of Health Care Improvement to guide the development of the Framework's standards, actions and performance indicators.



The Quintuple Aim is an extension of the Triple and Quadruple Aims, developed by Institute for Healthcare Improvement¹

Learning journey

WAPHA acknowledges that improving equity and inclusiveness is an ongoing journey of listening to, and learning from, community members on how to better engage and provide safer services.

This is a journey WAPHA has already committed to and commenced through Rainbow Tick Accreditation.

“When I engage with a health service that is demonstrably inclusive, it relieves a level of anxiety which is added to the natural anxiety of seeking medical help. I feel comfortable/more relaxed and like I can be myself and more honest about what’s going on for me. It also increases my likelihood of seeking support again.”

WAPHA Community Survey 2022

Rainbow Tick

The **Rainbow Tick** is a quality framework that helps health and human service organisations show they are safe, inclusive and affirming services and employers for LGBTIQ+ community members.

The Rainbow Tick standards, owned and developed by Rainbow Health Australia, are designed to build lasting LGBTIQ+ inclusion.

Accreditation is through independent assessment, provided by Quality Innovation Performance (QIP) and Australian Council on Healthcare Standards.

For more information, visit [Rainbow Health Australia](#).



While Rainbow Tick is a well-known accreditation for organisations to demonstrate they are safe, inclusive and affirming for LGBTIQ+ communities, there are many other programs and initiatives that may be better suited for other organisations or that they may like to pursue in addition such as Pride in Diversity or the Yellow Tick.

- WAPHA achieved Rainbow Tick accreditation in 2019 – the first primary health care organisation to do so in Western Australia.
- WAPHA's Rainbow Tick accreditation and the Framework are complementary and provide strategic guidance on our approach to LGBTIQ+ equity and inclusion.
- Implementation of the Framework continues our commitment to improve equity and inclusion for LGBTIQ+ people and communities and the actions are aligned with the Rainbow Tick Action Plan.



Importance of equity and inclusion



Health and Wellbeing at a glance



Up to **11 in 100** Australians may have a diverse sexual orientation, sex or gender identity.²

Experiences due to **sexual orientation or gender identity** in the past 12 months:³

39.5% social exclusion **34.6%** verbal abuse
3.6% harassment (spat on/offensive gestures) **11.8%** sexual assault
3.9% physically attacked/assaulted with a weapon



LGBTIQ+ people continue to be **scrutinised and politicised in the media**, impacting their safety and inclusion.⁴

Disproportionate exposure to exclusion, stigma & discrimination are factors for poor mental and physical health in LGBTIQ+ people.³



41.9%

had considered attempting suicide in the past 12 months.³

74.8%

had considered attempting suicide at some point in their lives.³



Lack of inclusion of LGBTIQ+ people in population research and data collection has led to major knowledge gaps, poor data and poor representation, and inadequate investment in policies and programs that could help address health disparities.³

Intersex People



60% reported having had medical treatment interventions related to their intersex variation.⁵

66% reported they had experienced discrimination on the basis of their intersex variation from strangers.⁵

Concerningly, many barriers to accessing equitable health care have been identified for LGBTIQ+ people.⁶

WAPHA's community survey informing this Framework found that 63 per cent of LGBTIQ+ people feel unsafe in a health care setting.

The LGBTIQ+ population is a distinct group with unique health care needs and in urgent need of safe and LGBTIQ+ informed health services.

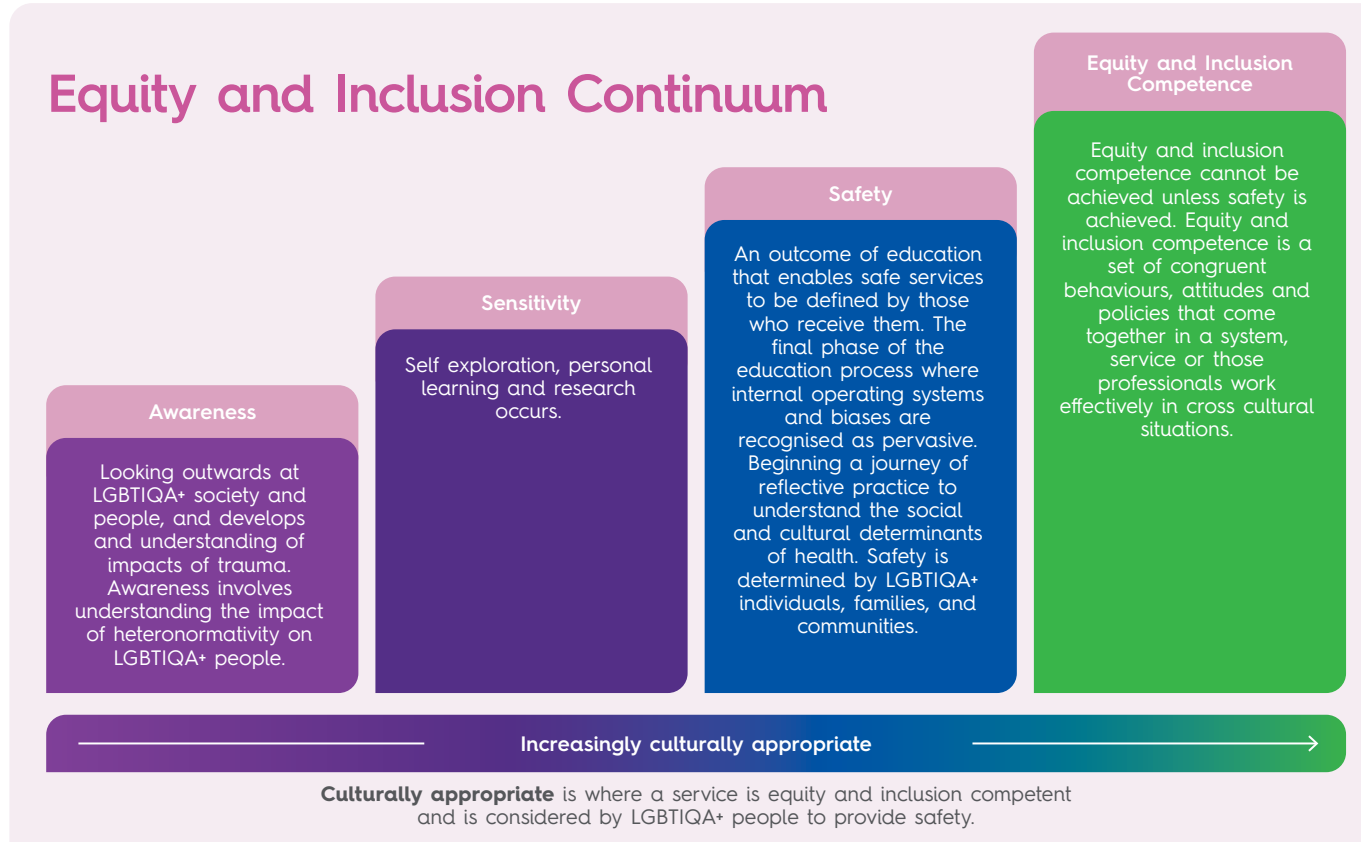
However, lack of knowledge, understanding and respect from health professionals regarding gender, intersex variations and sexual orientation has been identified as a key barrier to service access.

Ensuring equitable, safe, and inclusive access to health and mental health care requires the understanding and recognition of the diversity among LGBTIQ+ people and the unique and specific health care required by LGBTIQ+ individuals. This includes (but is not limited to) understanding the health care that is required for:

- People with diverse bodies, identities and experiences
- LGBTIQ+ people who are from culturally diverse backgrounds, (including multicultural, Aboriginal, as well as those from religious and faith backgrounds)
- The unique health needs of marginalised LGBTIQ+ people including:
 - sex workers
 - people who are at risk of homelessness or who are homeless; those in the justice system and
 - people with disability.

What does equity and inclusion look like?

In developing the Framework, WAPHA considered the progression from awareness to safety and competency. WAPHA, and the primary health care services we work with, are at different points in this journey in relation to LGBTIQ+ equity and inclusion. For alignment, WAPHA has adapted the definitions of others with regards to safety and used these definitions in the Framework⁷.



Equity in the LGBTIQ+ context refers to addressing the human rights transgressions of LGBTIQ+ people in our society as identified by the Australian Human Rights Commission.

Lesbian, Gay, Bisexual, Trans and Intersex Equality | Australian Human Rights Commission

Inclusion occurs when a diversity of people (e.g. of different ages, cultural backgrounds, genders) feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.

Diversity Council Australia, Inclusion | Diversity Council Australia (dca.org.au)

NB: WAPHA acknowledges that the term "Culturally" in this definition may not be a common description used by LGBTIQ+ people. WAPHA's PHN Performance and Quality Framework mandates the commissioning of "Culturally Appropriate" commissioned service providers. This requires definition for the purposes of WAPHA's funding agreements in the LGBTIQ+ context.

Community feedback

We engaged Kambarang Services to consult with LGBTIQ+ community members, commissioned service providers, peak groups and WAPHA staff members.

Responses were collected using a stakeholder engagement approach which included an online survey to engage with over 220 LGBTIQ+ community members and ask them what makes a service safe and inclusive.

Kambarang Services facilitated eight group consultations in the Midwest, Perth, South-West, Goldfields and the Kimberley regions of Western Australia. The majority of sessions were conducted online.

The WAPHA LGBTIQ+ Stakeholder Reference Group also provided feedback and a review of the Framework.

"I only disclose if it is absolutely relevant to disclose - otherwise I prefer not to. I cannot be certain that the health practitioner treating me will be informed and respectful about LGBTIQ+ people and issues"

WAPHA Community Survey 2022

Community members identified the following key characteristics for a service to be LGBTIQ+ safe, equitable and inclusive.

- Recognising the diversity of LGBTIQ+ people
- Awareness and sensitivity
- Holistic and person-centred care
- Respectful communications
- Welcoming environment
- Community representation
- Strong relationships

These characteristics have informed the Framework's Principles and Standards.

Vision, Principles and Standards

Vision

WAPHA commits to improving LGBTIQ+ health and patient experiences of primary health care and will work collaboratively across Western Australian primary healthcare services to deliver better health and wellbeing outcomes for LGBTIQ+ individuals and communities.

Principles

Strategic Alignment	Consumer/ Individual Needs Focused	Human-centred Approach	Community Led Action	Accountability and Transparency	Learning Mindset and Continuous Improvement
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Standards

Whole of Organisation Commitment	Workforce	Community (Engagement)	Holistic Person-centred Care/ Welcoming Environment	Partnerships and Collaboration	Quality Improvement	Commissioning
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Reference: NATSIHWP Statement on Cultural Safety 2022, Cultural Respect Framework for Aboriginal and Torres Strait Islander Health 2016-2026⁸

Definitions

Vision: the ability to think about, or plan, the future with imagination or wisdom (Oxford Dictionary)

Principles: A principle is a kind of rule, belief, or idea that guides you <https://www.vocabulary.com/dictionary/principle>

Standards: A standard is an ideal or set of criteria that you use to judge things against www.vocabulary.com/dictionary/standard

Principles

Principle	What does this look like in practice?
Strategic Alignment	<ul style="list-style-type: none">• Performance indicators are aligned to the Quintuple Aim of Health Care, PHN Quality and Performance Framework⁹ and Strategic Plan, and demonstrate improved equity and inclusion for LGBTIQ+ people.• Performance measures use both quantitative and qualitative evaluations of WAPHA and service provider performance to show progress in LGBTIQ+ equity and inclusion.
Consumer Needs Focused	<ul style="list-style-type: none">• Training for all staff on induction and on an ongoing basis in LGBTIQ+ equity and inclusive practice and progression of training outcomes towards competency by understanding the diversity within LGBTIQ+ communities including gender and sexuality, and the need for inclusive language.• Training undertaken in a face-to-face format with trainers recommended by the local community wherever possible.
Human-Centred Approach	<ul style="list-style-type: none">• Ensuring the human rights of LGBTIQ+ people, including the impacts of intersectionality¹⁰, are recognised and an equitable and inclusive approach is taken as an employer and/or service provider.

“A practitioner once asked for my pronouns and would apologise and correct themselves when they slipped up. Even though they used the wrong ones now and then, the effort and concern was enough to greatly improve my comfort, connection and trust with them.”

WAPHA Community Survey 2022

Intersectionality is the acknowledgement that everyone has their own unique experiences of discrimination and oppression and we must consider everything and anything that can marginalise people – gender, race, class, sexual orientation, physical ability, etc¹⁰





Principle	What does this look like in practice?
Community Guided and Informed	<ul style="list-style-type: none"> • Strengthening relationships with LGBTIQ+ advocacy and community groups and providing LGBTIQ+ people opportunities to lead and be employed in LGBTIQ+ specific programs and projects. • Allowing for community guidance on intersectionality issues.
Accountability and Transparency	<ul style="list-style-type: none"> • Ensuring safety of LGBTIQ+ people is reflected across the organisation with staff held accountable for LGBTIQ+ equity and inclusion in the governance, physical and operating environment of services. • Addressing feedback from LGBTIQ+ people including acknowledgement of the lessons learned and actions taken to improve are made known to the individual and reported in de-identified aggregate publicly where appropriate.
Learning Mindset and Continuous Improvement	<ul style="list-style-type: none"> • Understanding the diversity of LGBTIQ+ communities and regularly reviewing policy, procedures and templates for inclusive language using references such as The Equity Project Australia¹¹ and AusPATH¹² for guidance. • Reviewing research, policy, procedures and templates for inclusive practices and language using references such as the National Safety and Quality Health Services Standards for guidance. • Continually seeking feedback from leaders, community members, service providers and acting on that feedback to improve access and health outcomes.

“Seeing queer people as the reception staff at a standard GP practice! One of the reception staff was wearing a they/them pronoun pin which made me feel that this practice must be safe! If the staff feel safe and supported enough to wear a pronoun pin, the practice must be doing good stuff!”

WAPHA Community Survey 2022

Standards

These are the standards WAPHA will use to hold ourselves and commissioned service providers to account

Standard 1 Whole of Organisation Commitment	Standard 2 Workforce Development	Standard 3 Community
<p>WAPHA reflects an organisation and system wide approach to cultural competency, safety, equity and inclusiveness and this is demonstrated in leadership, governance, accountability and advocacy.</p>	<p>WAPHA supports the development of an appropriately skilled and resourced workforce that can influence the provision of a competent workplace and equitable, accessible, inclusive and responsive commissioned services.</p>	<p>WAPHA actively seeks respectful input and guidance from LGBTIQ+ community leaders and members to reflect their needs, wisdom, practices and the diversity of the local communities in all PHN activities.</p>
Key Elements	Key Elements	Key Elements
<ul style="list-style-type: none"> • Governance and leadership commitment • Strategic planning and organisational strategies • Quintuple Aim for Health Care Improvement • Policies and accountability • Advocacy and funding/investment locally, state-wide and nationally • Health needs assessments • Addressing inequity and lack of access to inclusive health services in all health planning • Culturally appropriate performance measures • Quality improvement/accreditation 	<ul style="list-style-type: none"> • LGBTIQ+ awareness, education and training developed in partnership with and provided by LGBTIQ+ organisations • Unconscious bias training • Mentoring by community leaders, community and team members • Representation in decision making • Diverse and inclusive employment policy – including recruitment strategies and retention, gender affirmation leave and guidelines • Anti-discrimination code of practice¹³ 	<ul style="list-style-type: none"> • Two-way respectful communication and consultation • Local representation in decision making • LGBTIQ+ Stakeholder Reference Group • Community designed care, programs, services • Community feedback and follow up • Improved health literacy and availability of health information in gender neutral and inclusive language and plain English • Empowering LGBTIQ+ people to determine and implement solutions

Standard 4 Holistic Person-centred care¹⁴	Standard 5 Strong Partnerships and Collaborations	Standard 6 Continuous Improvement
<p>WAPHA supports primary health care services to provide a service centred on a person’s identity, family, culture/spiritual, community, physical, social and emotional wellbeing needs.</p>	<p>WAPHA actively engages with like-minded organisations, communities and funding agencies to increase equity, inclusion and access to value-based care targeting identified community need.</p>	<p>WAPHA is a learning organisation acquiring knowledge, experience, feedback and resources to improve equity and inclusiveness, internally and within its circle of influence.</p>
Key Elements	Key Elements	Key Elements
<ul style="list-style-type: none"> • Welcoming environment (artwork, flags displayed, imagery, use, receptionist greeting) • Language policy • Social and cultural determinants of health recognised • Clinical practice and clinical decision making informed by patients/family/community and place • Lived experience/ peer support workers –gender and age mix • Local integrated and coordinated care policies, programs, care plans and pathways, clinical protocols, record keeping • Culturally safe and inclusive patient and consumer feedback • Accessible services e.g. transport, co-location, opening hours, referral processes, readable information • Local community design into new/refurbished facilities acknowledging non gender specific requirements e.g. unisex toilets • Ethical patient self-identification to access services – policy and procedures, training, resources 	<ul style="list-style-type: none"> • Engagement of communities and partnerships with community organisations • Stakeholder relationships – celebration of important events, historical dates • Joint funding, reporting and program planning • Building capacity and diversity in cultural competency, inclusiveness and safety • Accountability • Identification of health issues, challenges and joint solutions including consideration of the cultural and social determinants of health and human rights • Support for and partnerships with LGBTIQ+ community organisations 	<ul style="list-style-type: none"> • Ethical data collection, information sharing, planning and research • Best practice models and resources • Knowledge transfer from and to communities • Quality improvement programs and activities • Education and training events • Ongoing assessment of organisation/agency’s cultural competency and safety through workforce and community feedback, service review and measurement and contracting • Development of service audits involving LGBTIQ+ community evaluation of outcomes and experiences

Standard 7 Commissioning

WAPHA supports and learns from the organisations it commissions to provide equitable, inclusive and safe services through contracting, monitoring and evaluation of services and programs in partnership with LGBTIQ+ individuals, communities and organisations.

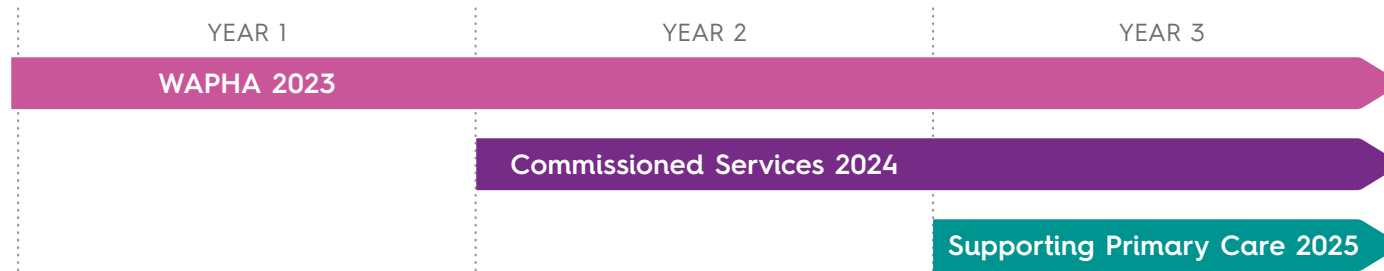
Key Elements

- Commissioning guidelines for cultural competency, inclusiveness and safety
- Standard performance indicators and reporting portals
- Standard inclusion contract schedules/clauses/evaluation of tender documents
- Ongoing assessment of cultural competency, inclusiveness and safety as part of service review and contracting
- Requirement for LGBTIQ+ membership on tender panels for health and social wellbeing programs/services where appropriate
- Needs assessment, planning and service design informed/developed through agreed processes and in partnership with local communities and organisations
- Learning from community stories, best practice, partnerships and collaborations
- Seek out innovation based on building existing community strengths and assets
- Sharing tools and information to support the development of primary health care cultural competency and provision of inclusive, safe services
- Confirm requirements for culturally safe collection and analysis of patient experience and patient reported outcomes/feedback and complaints
- Support for and partnerships with LGBTIQ+-led organisations
- Collaboration with other sectors and organisations to increase/leverage funding for Western Australian services to improve provision of culturally competent and inclusive primary health care



Transitioning to equity and inclusion

WAPHA will progressively work towards improving equity and inclusion actions over the next three years, directing attention to priorities for action and implementing these in a planned and considered way.



Each year will have a specific implementation plan based on the standards and actions relevant to each focus area.

The implementation actions will need to be read alongside WAPHA's Rainbow Tick Accreditation Improvement Plan to provide a full appreciation of the work WAPHA is undertaking.

WAPHA will apply to renew its Rainbow Tick Accreditation in mid 2023 and the improvement plan will be updated at this time to incorporate actions from the Framework, creating a single source of commitments to the ongoing development of LGBTIQ+ equity and inclusion.

Year 1 will focus internally on WAPHA as an organisation, to ensure that all staff have access to relevant training and education, review policies, procedures, employment processes, employee support, welcoming work environment, conversations and partnerships with communities as well as reflective practice.

Year 2 will focus on working in partnership with WAPHA's commissioned service providers to support the ongoing development of a culturally competent and inclusive workforce and provision of WAPHA funded safe and inclusive services. This includes the finalisation of commissioning guidelines, clearly stating WAPHA's competency requirements for procurement and service provision, performance indicators and reporting, funding options, shared knowledge and best practice.

Year 3 will focus on WAPHA's mandate to support and build capacity in primary care, focusing on quality improvement programs, training and education in collaboration with key partner organisations, shared knowledge and learning from each other and best practice.



Accountability

Holding WAPHA accountable

- Being an equitable and inclusive organisation is everyone's responsibility. WAPHA's leadership has set personal and team goals to work towards improving LGBTIQ+ health outcomes. WAPHA will work with partners, commissioned service providers and primary health care services across the three Western Australian PHNs to encourage and support their organisations and staff to improve their inclusiveness and provision of safe primary health care services (as determined by the service user).
- WAPHA has appointed the General Manager, Strategy and Engagement as the Executive Sponsor for equity and inclusiveness and the WAPHA team will report on their commitments and achievements in equity and inclusiveness to WAPHA's Board, Executive, LGBTIQ+ Stakeholder Reference Group, Aboriginal and LGBTIQ+ staff, and community members as well as the Quality and Accreditation Working Group.

Working with commissioned service providers

- Guidelines for commissioned service providers will shape the changes for the commissioning process in terms of expectations, measurement, evaluation and reporting of cultural competency and safety. Community input will be incorporated into the Needs Assessment and annual planning processes and feedback incorporated into the evaluation processes as part of the progression towards cultural competency. WAPHA, under the leadership of the General Manager Commissioned Services, will work with commissioned service providers on preparing for the implementation of Commissioning Guidelines leading up to their implementation from the second year of this Framework (2024).

Supporting primary health care services

- WAPHA will support primary health care services with information via our website on tools and resources to improve cultural competency and make patients/clients feel safer when attending primary care services. WAPHA's Primary Care Innovation and Development team, guided by the General Manager Primary Care Innovation and Development, will also provide and promote opportunities for quality improvement and shared learnings across primary health care services.

References

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- ⁵ [LGBTIQ+ Australia, LGBTIQ+ Health & Wellbeing Policy Priorities 2021](#)
- ⁶ Newman, C. E., Prankumar, S. K., Cover, R., Rasmussen, M. L., Marshall, D., & Aggleton, P. (2021). Inclusive health care for LGBTQ+ youth: Support, belonging, and inclusivity labour. *Critical Public Health*, 31(4), 441-450. <https://doi.org/10.1080/09581596.2020.1725443>
- ⁷ [NATSIHWA Statement on Cultural Safety 2022](#)
- ⁸ [NATSIHWA Statement on Cultural Safety 2022](#)
- ⁹ [Primary Health Networks \(PHN\) performance and quality framework | Australian Government Department of Health and Aged Care](#)
- ¹⁰ [Intersectionality 101: what is it and why is it important? - Womankind Worldwide](#)
- ¹¹ <https://www.theequalityproject.org.au/policy>
- ¹² <https://auspath.org.au/standards-of-care/>
- ¹³ [LGBTIQA++Policy+Guide+2020](#)
- ¹⁴ A holistic approach to care that acknowledges the wider social, psychological, societal and cultural factors that may affect the individual and their healthcare journey <https://www.cec.health.nsw.gov.au/improve-quality/teamwork-culture-pcc/person-centred-care>

LGBTIQA+ Equity and Inclusion Framework Implementation Plan



2023 - 2025

Standard 1	Whole of Organisation Commitment WAPHA takes an organisation and system wide approach to cultural competency, safety, inclusiveness and equity and this is demonstrated in leadership, governance, accountability and advocacy.	Responsibility
Actions	Align WAPHA performance with the Quintuple Aim for Health Care Improvement with a strong focus on equity	WAPHA Executive
	Ensure that WAPHA policy guidance considers the LGBTIQ+ communities equity and inclusion health care needs	Strategy & Engagement
	Ensure there is LGBTIQ+ representation on key governance groups e.g. WAPHA Board, Strategic Alignment Groups, Senior Leadership Team and Executive where possible	Strategy & Engagement
	Convene the WAPHA LGBTIQ+ Stakeholder Reference Group/Panels when required to seek input and inform activities	Strategy & Engagement
	Maintain Pride in Diversity membership	Strategy & Engagement
	Review the PHN Performance Quality Framework Performance Measures and translate into measurable LGBTIQ+ health equity and inclusion actions and outcomes	Commissioned Services
	Ensure that the WAPHA Needs Assessment process includes qualitative and quantitative information sourced from community members, and includes LGBTIQ+ health needs across the lifespan and in priority programs wherever possible	Data & Analytics
	Conduct a review of WAPHA's policies and procedures against the National Safety and Quality Health Service Standards and make relevant adjustments to improve alignment ¹⁵	Executive Services
	Develop a process to obtain feedback from community and services to evaluate performance	Commissioned Services
Gain Rainbow Tick re-accreditation due May 2023*	Executive Services	
Performance Indicators	Consultation with WAPHA LGBTIQ+ Stakeholder Reference Group when developing strategic documents including Needs Assessment, Rainbow Tick Accreditation organisational strategies and new projects*	
	Regular interaction with community leaders, governance committees, key community group members*	
	WAPHA Employee Experience Champions to support the safety and wellbeing of LGBTIQ+ staff at WAPHA	
	Culturally appropriate performance measures assessed quarterly and published annually	
	Rainbow Tick actions and progress reviewed quarterly and annually *	
	Ongoing QIC accreditation achieved	
	Review of WAPHA marketing and communications activities for LGBTIQ+ diversity and respect*	
Monitoring & Evaluation	Quarterly and annual review and report on equity and inclusion implementation actions to WAPHA alongside Rainbow Tick Accreditation Improvement Plan reports and achievements to the WAPHA Board and Executive, staff members and communities*	
	Annual review of governance arrangement and representation	
	Annual pulse check survey*	

* Existing **Rainbow Tick** action

Standard 2	Workforce Development WAPHA supports the development of an appropriately skilled and resourced workforce that can influence the provision of a culturally competent workplace and accessible, inclusive and responsive commissioned services.	Responsibility
Actions	<p>Develop an equity and inclusion training and education program in partnership with and reviewed by WAPHA LGBTIQ+ Stakeholder Reference Group and lead LGBTIQ+ community organisations for staff, Board and external membership on committees, on induction and annually</p> <p>Facilitate access to place-based, face to face equity and inclusion training where possible and appropriate to staff member's role</p> <p>Consult with LGBTIQ+ community members to develop/source protocols and practices prior to any engagement, collaboration service delivery planning by WAPHA staff members</p> <p>Provide best practice unconscious bias awareness training and self-reflection tools and make available to all staff as part of a comprehensive competency training package¹⁶ including an understanding of cultural humility¹⁷</p> <p>Create four opportunities a year for staff to 'learn from an expert' from LGBTIQ+ communities/community health services on equity and inclusion best practice</p> <p>Develop and implement strategies for attraction and retention of LGBTIQ+ candidates, including assessing WAPHA's reputation as an employer and identifying strategies to improve where required*</p> <p>Include optional self-identification questions as part of the WAPHA Annual Hearts & Mind staff survey for LGBTIQ+ staff members</p> <p>Confirm gender affirmation is included in WAPHA's special leave policy</p> <p>Embed diversity and inclusion questions into staff performance review cycle*</p> <p>Develop a digital library of relevant and best practice learning resources to share with partners and service providers*</p>	<p>People & Culture</p> <p>People & Culture</p> <p>Leadership</p> <p>Strategy & Engagement</p> <p>People & Culture</p> <p>People & Culture Employee Experience</p> <p>People & Culture</p> <p>People & Culture</p> <p>People & Culture</p> <p>Strategy & Engagement</p>
Performance Indicators	<p>Completion of equity and inclusion training and education program and ongoing learning by 90 per cent of staff</p> <p>Budget allocation for cultural competency, diversity and inclusion training for all staff</p> <p>Annual review of staff training needs to support development of equity and inclusion training</p> <p>Assessment of staff attitudes, knowledge and behaviour indicates improvement pre and post implementation of training and education programs</p> <p>Programs and processes to support LGBTIQ+ staff co-designed services and implemented in consultation with staff members</p> <p>Staff participation in activities/commemoration of key LGBTIQ+ diversity dates facilitated by WAPHA's employee experience champions and Stakeholder Engagement team</p> <p>Mentoring program in place (two way - for and by LGBTIQ+ staff members)</p> <p>All WAPHA People and Culture policies reflect mechanisms to ensure cultural safety and inclusion e.g. anti bullying and harassment, cultural code of conduct, diversity and inclusion strategies*</p> <p>WAPHA recruitment increases number of LGBTIQ+ staff to reflect community and programs to represent population and service delivery (10%) subject to self-disclosure*</p> <p>Learning resources available on WAPHA website and intranet</p>	
Monitoring & Evaluation	<p>Annual workplace employee survey to assess progress with cultural competency program and cultural safety within WAPHA</p> <p>Quarterly and annual progress reviews conducted by LGBTIQ+ Stakeholder Reference Group, Quality Improvement and Accreditation working group and LGBTIQ+ staff</p>	

* Existing [Rainbow Tick / Reconciliation Action Plan](#) actions

Standard 3	Community WAPHA actively seeks respectful input and guidance from community leaders and members to reflect their needs, wisdom, practices and the diversity of the local communities in primary health network activities.	Responsibility
Actions	<p>Conduct ongoing reflection on the impact of discrimination on local LGBTIQ+ communities and individuals</p> <p>Plan for and conduct engagement with community members in each WAPHA region annually to seek feedback on LGBTIQ+ primary health needs</p> <p>Ensure health literacy resources use contemporary gender diverse language and images as a component of programs delivered</p> <p>Develop programs to demonstrate an understanding and reflection of LGBTIQ+ people's view of health and wellbeing</p> <p>Implement the Rainbow Ally program as part of Belong Strategy (referred to in Action Plan as Diversity Plan)¹⁸</p> <p>Make co-design training available to all relevant staff, informed by local communities, where appropriate</p> <p>Acknowledge and participate in key dates in LGBTIQ+ history</p> <p>Review the WAPHA Paid Participation Policy to ensure engagement of LGBTIQ+ stakeholders reflects current industry standards</p> <p>Ensure the WAPHA language policy articulates the agreed use of Interpreters, translated resources and inclusive languages reflecting the diversity of the community</p> <p>Ensure LGBTIQ+ people who have intersecting identities are acknowledged and consulted when planning health services</p>	<p>Senior Managers</p> <p>Regional Integration</p> <p>Commissioned Services Primary Care Innovation & Development</p> <p>Commissioned Services</p> <p>Commissioned Services Primary Care Innovation & Development</p> <p>Strategy & Engagement</p> <p>Strategy & Engagement Commissioned Services</p> <p>Strategy & Engagement</p> <p>Strategy & Engagement</p> <p>Commissioned Services Primary Care Innovation & Development</p>
Performance Indicators	<p>Review of new and existing projects to the WAPHA LGBTIQ+ Stakeholder Reference Group to seek contemporary advice and reflect inclusiveness and respect</p> <p>Engagement with community members planned and conducted annually</p> <p>Programs targeting LGBTIQ+ communities co-designed and/or reviewed by local communities</p> <p>A calendar with key dates and celebrations is published and promoted across the organisation annually.</p> <p>Communication uses inclusive, respectful and appropriate language</p> <p>Paid participation fees are provided in line with WAPHA's policy where community members are consulted</p> <p>Digital library of relevant and best practice learning resources for primary care services to share with partners and service providers*</p>	
Monitoring & Evaluation	<p>Quality Improvement and Accreditation working group and LGBTIQ+ Stakeholder Reference Group review progress implementation of Framework quarterly</p> <p>Community feedback/consultation process mechanism to assess feedback and complaints annually</p>	

* Existing *Rainbow Tick* action

Standard 4	Holistic Person-Centred Care WAPHA supports primary health care services to provide a service centred on a person's culture, identity, community, and social and emotional wellbeing.	Responsibility
Actions	<p>Provide a welcoming environment at WAPHA offices and commissioned service facilities including imagery, flags, acknowledgement plaque, inclusive toilets, use of gender-neutral language and welcoming reception where appropriate and practical</p> <p>Showcase challenges and best practice in clinical service delivery and inclusive strategies and programs</p> <p>Use interpreters and translated materials where required to assist with health literacy, access and pathways between services</p> <p>Map patient journeys for country and metropolitan patients to identify gaps and barriers to access equitable, inclusive and safe services</p> <p>Develop safe mechanisms for community members to provide feedback and evaluation of services, outcomes and improvements resulting from accessing WAPHA funded services</p> <p>Embed optional LGBTIQ+ self-identification questions in standard WAPHA surveys, evaluations and feedback opportunities*</p> <p>Develop HealthPathways to support safe and inclusive integrated health care (e.g. Transgender Health and Gender Diversity HealthPathway)</p> <p>Consult and survey primary care providers to identify support required to provide a welcoming, inclusive environment</p> <p>Produce information and resource packs for local health care providers on cultural appropriate practices such as welcoming environment, self-identification, best practice clinical guidelines, care pathways, relevant MBS items numbers and health needs of diverse communities</p> <p>Promote the employment of LGBTIQ+ professional and administrative roles across all levels of mainstream primary healthcare service delivery</p> <p>Consider co-location and integration of services to improve access and service delivery partnerships with LGBTIQ+ organisations when commissioning new services</p>	<p>Facilities Management Employee Experience</p> <p>Commissioned Services</p> <p>Primary Care Innovation & Development</p> <p>Primary Care Innovation & Development</p> <p>Strategy & Engagement</p> <p>Strategy & Engagement</p> <p>Primary Care Innovation & Development</p> <p>Primary Care Innovation & Development</p> <p>Primary Care Innovation & Development</p> <p>People & Culture</p> <p>Commissioned Services</p>
Performance Indicators	<p>Digital library of relevant LGBTIQ+ best practice learning resources for primary care is published*</p> <p>Mechanism to share knowledge and information identified and implemented</p> <p>Inclusive Language Policy published</p> <p>HealthPathways published</p> <p>Maintenance and increased accessing of HealthPathways relevant to LGBTIQ+ health</p> <p>Information packs posted online and promoted</p> <p>Number of LGBTIQ+ staff members in mainstream primary care services commissioned by WAPHA, who self-identify</p>	
Monitoring & Evaluation	<p>Audit of WAPHA offices and facilities to ensure physical environment is welcoming</p> <p>Report on implementation actions presented and published annually</p> <p>Access data to information packs</p> <p>Reporting of HealthPathways views</p> <p>Practice Incentives Program (PIP) outcome measures/Primary Sense uptake</p>	

* Existing [Rainbow Tick](#) action

Standard 5	Partnerships and Collaborations WAPHA actively engages with like-minded organisations, communities and funding agencies to increase equity, cultural competency and access to value-based care targeting identified community needs.	Responsibility
Actions	<p>Establish a process for agreed formal and informal community involvement in design, implementation and evaluation of competency, equity and inclusion activities</p> <p>Plan and conduct engagement with LGBTIQ+ organisations and like-minded partners and allies in each WA PHN to support and strengthen safe and inclusive services for LGBTIQ+ people</p> <p>Establish a working group with primary health care service health funding agencies in Western Australia to (wherever possible):</p> <ul style="list-style-type: none"> Align health service performance metrics and data collection mechanisms Jointly engage with LGBTIQ+ community members on feedback regarding community health needs to identify systemic gaps in service provision <p>Set up LGBTIQ+ knowledge and information sharing sessions or community of practice with LGBTIQ+ community organisations, commissioned services and primary health care services</p> <p>Establish and maintain a panel or register of LGBTIQ+ equity and inclusion trainers for commissioned services and primary healthcare services to use</p> <p>Advocate for action on social determinants of health including gender identity/expression and sexuality/sexual orientation as key barriers to accessing equitable health care and safety</p> <p>Continue participation in the national agenda for improved LGBTIQ+ data collection through the Australian Department of Health and Aged Care's Primary Mental Health Care minimum data set and other data sets</p> <p>Engage with WA Health Service Providers through Partnership Protocol mechanism to include advocacy to address cultural and social determinants of health, inclusion and safety</p> <p>Build local partnerships with stakeholders that continue to support and strengthen safe and inclusive services for LGBTIQ+ people</p>	<p>Strategy & Engagement</p> <p>Strategy & Engagement</p> <p>Commissioned Services</p> <p>Commissioned Services</p> <p>Commissioned Services</p> <p>WAPHA Executive</p> <p>Data & Analytics</p> <p>WAPHA Executive, Strategy & Engagement</p> <p>Strategy & Engagement Commissioned Services</p>
Performance Indicators	<p>Joint planning and funding of primary health care programs that are inclusive and safe (as determined by the user)</p> <p>Employment of LGBTIQ+ professionals and administrative staff across service delivery where possible</p> <p>Actions arising from strategic meetings with partners/collaborators</p> <p>Collaboration activities to promote equity, inclusion and safety withing health service delivery</p> <p>Collaboration activities to advocate for attention on the cultural and social determinants of health</p> <p>Progress on equity and access indicators as required by PHN Performance and Quality Framework</p>	
Monitoring & Evaluation	<p>Annual WAPHA leadership engagement with LGBTIQ+ leaders and community organisations across the three PHNs</p> <p>Communications activities promoting cultural competency, safety, diversity and inclusion</p> <p>PHN 12-month Evaluation Report</p> <p>WAPHA Year in Review (annual report equivalent)</p>	

Standard 6	Continuous Learning WAPHA is a learning organisation acquiring knowledge, experience, feedback and resources to improve cultural competency internally and within its circle of influence.	Responsibility
Actions	<p>Maintain QIC Health and Community Services Standards (QIC Standards) accreditation</p> <p>Develop a LGBTIQ+ led audit program to review WAPHA, commissioned services, programs and workplaces</p> <p>Ensure consultation with LGBTIQ+ people and communities consultation is embedded within the planning process for a WAPHA project, which may include a section to prompt for community co-design, co-production, and implementation within the project plan/initiation template and a new requirement for review of the draft plan by WAPHA's Stakeholder Engagement team</p> <p>Establish a process of collecting information on community evaluation of LGBTIQ+ equity and inclusion by commissioned service providers and publishing an annual report on the evaluation outcomes, lessons learnt and improvements</p> <p>Conduct research in who is 'leading the way' in LGBTIQ+ competency, inclusion and safety among services funded and share case studies from leaders/secure learning presentations</p> <p>Develop or adapt Equity and Inclusion primary care quality improvement plans (e.g. templates from other PHNs templates or lead agencies) and publish</p> <p>Create a LGBTIQ+ inclusive toolkit for commissioned service providers, in consultation with Provider Reference Group and LGBTIQ+ Stakeholder Reference Group in alignment with WAPHA's Cultural Competency and Capability Frameworks Project*</p>	<p>Executive Services</p> <p>Commissioned Services</p> <p>Strategy & Engagement</p> <p>Data & Analytics</p> <p>Strategy & Engagement</p> <p>Primary Care Innovation & Development</p> <p>Strategy & Engagement</p>
Performance Indicators	<p>Maintain QIC Health and Community Services Standards (QIC Standards) accreditation</p> <p>Rainbow Tick accreditation maintained and improvement plan completed</p> <p>A report on quality improvement activities on equity and inclusion key performance indicators provided to WAPHA Executive</p> <p>Case studies of exemplar improvements provided to primary health care staff</p> <p>Equity and inclusion primary health care quality improvement plan, resources and tools available to primary health care services</p> <p>Showcase some of the challenges WAPHA is working on and how these are being addressed by working with LGBTIQ+ communities</p>	
Monitoring & Evaluation	<p>Quarterly quality improvement reports to Quality and Accreditation Working Group and Executive</p> <p>Biannual feedback from community and stakeholders on CCF progress and improvements</p> <p>Survey commissioned service providers to seek guidelines for improvements</p>	

* Existing *Rainbow Tick* action

Standard 7	Commissioning WAPHA supports and learns from the services it commissions to provide culturally competent and safe services through contracting, monitoring and evaluation of services and programs in partnership with LGBTIQ+ individuals, communities and organisations.	Responsibility
Actions	Review patient journey and feedback to identify service opportunities for improvements related to competency, inclusiveness and safety e.g. interpreters, information, waiting rooms, welcoming environments Develop engagement and change management plan for the development and implementation of equity and inclusion guidelines and measurement of safety (as determined service users) Produce and publish WAPHA commissioning guidelines for procurement and ongoing service improvement including evaluation tool/self-assessment and action plans* Develop a process which is available to commissioned service providers for sharing of information and learning from each other on equity, inclusion and safety* Include community representation on evaluation panels to assess applicants for related LGBTIQ+ inclusive practices Review procurement processes to identify any opportunities to be more including of LGBTIQ+ businesses and service providers Provide opportunities to showcase quality improvement activities relating to positive LGBTIQ+ consumer outcomes for gender diverse services Establish and regularly update a panel or register of LGBTIQ+ equity and inclusion trainers for commissioned services and other primary care service organisations to use Promote quality improvement/ accreditation to commissioned service providers as part of self-reflection and action* Establish a process of collecting information on community evaluation by commissioned service providers provision of safe and inclusive services Conduct a community evaluation of LGBTIQ+ inclusion and safety of commissioned service providers and publishing an annual report on the findings and actions for improvement	Strategy & Engagement Program Improvement Strategy & Engagement Project Management Office Commissioned Services Strategy & Engagement Commissioned Services Commissioned Services Commissioned Services People & Culture Strategy & Engagement Commissioned Services Strategy & Engagement
Performance Indicators	Commissioning Guidelines published July 2023 Change management and communications plans approved July 2023 Reporting requirements embedded into WAPHA Performance Management Framework July 2025 Commissioned Services Reporting Portal amended to include inclusion and safety generic and specific program measures Commissioning Guidelines incorporated into procurement and contacting progresses and program improvement Yearly showcase of quality improvement actions, activities and initiatives	
Monitoring & Evaluation	Annual commissioned services report on performance indicators to WAPHA Board, Executive, Australian Government, WAPHA LGBTIQ+ Reference Group and partners	

* Existing *Rainbow Tick* action

References

- ¹⁵ Australian Commission on Safety and Quality in Health Care Action 1.21 Improving Cultural Competency
- ¹⁶ What unconscious bias training gets wrong... and how to fix it | Psychology | The Guardian
- ¹⁷ 3 Things to Know: Cultural Humility | Hogg Foundation for Mental Health (utexas.edu)
- ¹⁸ What is an LGBTIQ+ ally, and how can I be a good one? | ReachOut Australia



LGBTIQA+ Equity and Inclusion Framework

January 2023

Acknowledgement

WA Primary Health Alliance acknowledges, and pays respect to, the Traditional Owners and Elders of this country. We recognise their diversity and the significant importance of their cultural heritage, values, beliefs and self-determination in contributing to the positive health and wellbeing of the whole community.

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