



LGBTI-inclusive risk management: providing cultural safety

August 2017

LGBTI cultural safety: Identifying risk and promoting LGBTI-inclusive practice

Identifying risks can be approached in many different ways. Seeing risk management through a cultural lens may be a new way of looking at risk for your organisation. This framework describes three pathways through which organisations can explore and identify barriers to LGBTI-inclusion and potential risks to the cultural safety of LGBTI consumers, staff and volunteers. These are:

- The **consumer journey**, which includes considerations of carer, family of choice/origin, legal guardian/power of attorney, advocates
- The **staff journey**, which includes volunteers, students on work experience/placement, third party providers
- **Other organisational systems, functions and processes** that influence the organisation's capacity and capability to ensure the cultural safety of LGBTI consumers, staff and volunteers.

Using this approach

Different sectors and organisations use a variety of terms to describe the processes involved in developing or reviewing workplace systems and achieving sustained cultural change, and in naming the steps in consumer and staff journeys. It is important to use terminology that fits your organisation and the way it works. An example is provided at Figure 1 (for consumers) and Figure 2 (for staff), from a community-based organisation.

Once you have developed a plan for achieving systems and cultural change, and defined consumer and staff journeys in terms that are familiar to your organisation, you can start identifying the risks that might be associated with each process, for LGBTI consumers, significant people in their lives, staff and volunteers.

Remember, however, that the LGBTI community is not homogenous. The needs of different LGBTI people vary according to their sexual orientation, gender identity and intersex variation and to their affiliation with other minority populations, including Aboriginal, multicultural and faith-based LGBTI people and LGBTI people with disabilities – an individual's multiple identities. Providing a safe and high quality LGBTI-inclusive service involves recognising the complexities of any LGBTI person's needs, remembering that the aim is to be respectful and affirming of each individual.

For each process, consider:

1. What are the potential risks i.e. what is the event or change in circumstance that may have an impact on achieving the desired outcome/s? When exploring each process, consider:
 - a. LGBTI consumers and/or staff and their multiple identities
 - b. The potential risks associated with the intersection of different identities (e.g. LGBTI people with a disability, Aboriginal LGBTI people, LGBTI people affiliated with different faith-based or CALD communities)
 - c. That a failure to address these risks may be associated with physical, emotional and/or psychological harm
 - d. How the power imbalances that privilege the dominant culture often disadvantage consumers and staff who are part of minority and marginal communities.

Record these risks using your organisation's usual risk management tools.

2. In your analysis of the identified risks:

- a. What structures, systems, processes and documentation need to be considered, if the risk is to be reduced or eliminated? For example, what are the systems, structures and processes that reinforce cultural norms (negative forces) and those that support broader awareness of cultural safety (positive forces and strengths-based approaches)?
- b. What are the barriers to achieving the desired outcomes? How might they exacerbate risk?
- c. What workforce development issues are relevant?
- d. What environmental considerations might impact this risk?

Record this analysis using your organisation's usual risk management tools.

3. Once you have identified and analysed the risks, use your organisation's usual risk management procedures and tools to complete a risk register and risk treatment plans, then implement these plans.
4. Think about the indicators that your organisation will use to measure the outcomes of risk management activities for the cultural safety of LGBTI consumers, staff and volunteers.
5. Report these risks in meaningful ways, to contribute to good governance of your services and programs.

For consumers and significant people in their lives



A checklist of potential sources of risk is contained in Table 1, relating to the journey described in Figure 1. There are also broader organisational systems which impact on consumer experience, which are covered in Table 3.

For staff members and volunteers



A checklist of potential sources of risk is contained in Table 2, relating to the journey described in Figure 2. There are also broader organisational systems which impact on staff/volunteer experience, which are covered in Table 3.

Each of these journeys is unpacked, alongside some overarching environmental considerations. The potential risks or areas of risk are included as a prompt for further discussion. These are prompts only, and need to be customised to the language of your organisation and the way your organisation works; there may be other risks for your consumers in your organisational context, service mix and environment that are not covered here.

Risk areas identified in Table 3 may relate to other Rainbow Tick Standards, in addition to Standards 1 and 6.

Figure 1: An example of an LGBTI consumer’s journey.

Consider also journey of a carer, family of choice/origin, legal guardian/power of attorney, advocates and the influence of multiple identities.

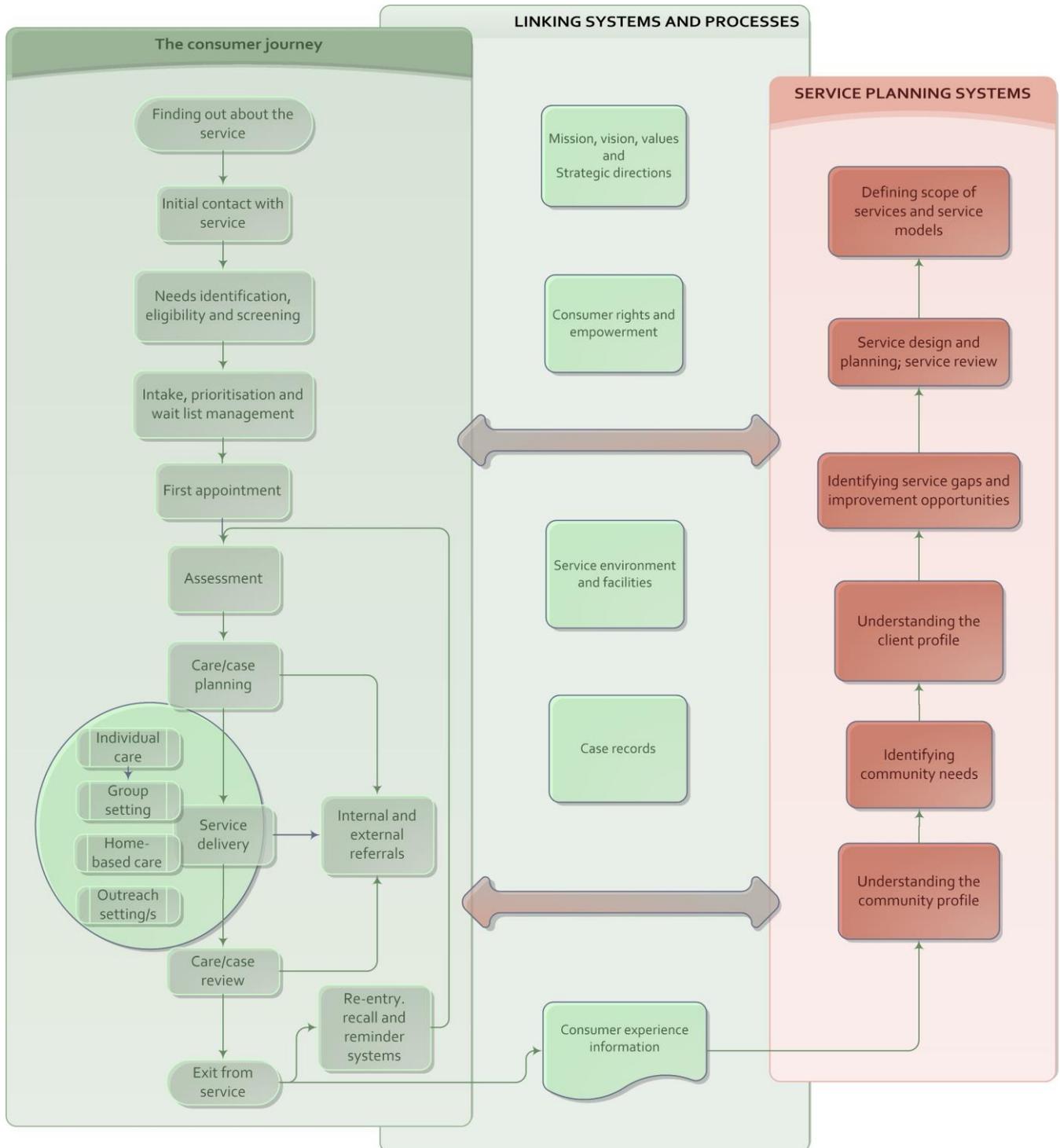




Table 1: A checklist of prompts for risk identification – an LGBTI consumer’s journey

See also Standard 6 in the Rainbow Tick Guide to LGBTI-inclusive practice.

The consumer journey / pathway through the organisation’s services.	
Process area	Consider events or scenarios which could create risks with respect to:
How do LGBTI consumers know that your services are inclusive, prior to their first contact with you?	<ul style="list-style-type: none"> ▪ Website ▪ Information brochures ▪ Local media ▪ Referrals ▪ Other
How do initial contact and screening processes empower and engage LGBTI consumers?	<ul style="list-style-type: none"> ▪ Phone enquiry ▪ Other contact methods ▪ Training for relevant staff
How do intake processes, prioritisation systems, and waiting list management impact LGBTI consumers?	<ul style="list-style-type: none"> ▪ What/how questions are asked ▪ Eligibility/prioritisation criteria ▪ Training for relevant staff ▪ Messaging/appointment reminder
Is the service environment welcoming and inclusive for LGBTI consumers?	<ul style="list-style-type: none"> ▪ Welcoming environment ▪ Privacy and confidentiality ▪ Access to information ▪ Waiting spaces ▪ Toilets and facilities ▪ Other shared spaces ▪ Training for relevant staff
How do you ensure that LGBTI consumers attending your service for the first time feel safe and free from discrimination?	<ul style="list-style-type: none"> ▪ What/how questions are asked ▪ Privacy and confidentiality ▪ Training for relevant staff ▪ Consumer records/dataset
What needs to be included in assessment practices to support effective relationship building with an LGBTI client or carer?	<ul style="list-style-type: none"> ▪ Initial meeting with service provider ▪ Consumer rights/empowerment ▪ Assessment model ▪ Consumer records/dataset ▪ Training for relevant staff
What factors need to be considered when planning and reviewing care in partnership with LGBTI consumers and carers?	<ul style="list-style-type: none"> ▪ Consumer involvement / empowerment ▪ Family of choice/partner involvement ▪ Training for relevant staff
What issues might impact on the safety and quality of care you provide to LGBTI consumers?	<ul style="list-style-type: none"> ▪ Issues relating to office/centre-based settings ▪ Privacy and confidentiality ▪ Changes in service provider ▪ Continuity of care ▪ Training for relevant staff

The consumer journey / pathway through the organisation's services.	
Process area	Consider events or scenarios which could create risks with respect to:
What issues might impact on the safety and quality of care you provide to LGBTI consumers where the service is provided in a group setting?	<ul style="list-style-type: none"> ▪ Issues specific to group settings ▪ Privacy and confidentiality ▪ Training for relevant staff
What issues might impact on the safety and quality of care you provide to LGBTI consumers where the service is provided in the consumer's home?	<ul style="list-style-type: none"> ▪ Issues specific to home-based settings (including residential care settings) ▪ Privacy and confidentiality ▪ Training for relevant staff
What issues might impact on the safety and quality of care you provide to LGBTI consumers where the service is provided in other settings (E.g. a co-located facility)?	<ul style="list-style-type: none"> ▪ Issues specific to co-located services ▪ Issues relating to an environment not controlled by the organisation ▪ Privacy and confidentiality ▪ Training for relevant staff
What factors impact on the safety of LGBTI consumers when making referrals to other services? What do potential referrers need to be confident of, in referring an LGBTI consumer to your service?	<ul style="list-style-type: none"> ▪ Acceptability and appropriateness of service being referred to ▪ Consent for information sharing ▪ Consumer records ▪ Service system profile
How do you uphold the rights of LGBTI consumers, and empower them?	<ul style="list-style-type: none"> ▪ Management of breaches to cultural safety ▪ Enabling meaningful feedback and consumer participation
Are there other service considerations that might create risk for LGBTI consumers?	<ul style="list-style-type: none"> ▪ Volunteers ▪ Transport supports
When an LGBTI consumer exits your service, how do you enable their continued cultural safety?	<ul style="list-style-type: none"> ▪ Self-care and resilience ▪ Appropriate after-care
How do your records and processes for creating and maintaining up-to-date and accurate record of care, protect the rights of LGBTI consumers to receive a respectful service, free from discrimination?	<ul style="list-style-type: none"> ▪ Appropriate dataset ▪ Appropriate language in consumer records ▪ Appropriate images, media and language in consumer-facing documentation
How do you encourage open feedback from LGBTI consumers that protects their privacy and confidentiality, and supports service improvements?	<ul style="list-style-type: none"> ▪ Enabling of consumers ▪ Capability to gather LGBTI-specific experience data ▪ Complaint, appeals and breach management processes ▪ Measuring perceived cultural safety.

Figure 2: An example of an LGBTI staff member’s journey

Consider the similarities and differences between this and the journey of a volunteer in the organisation.

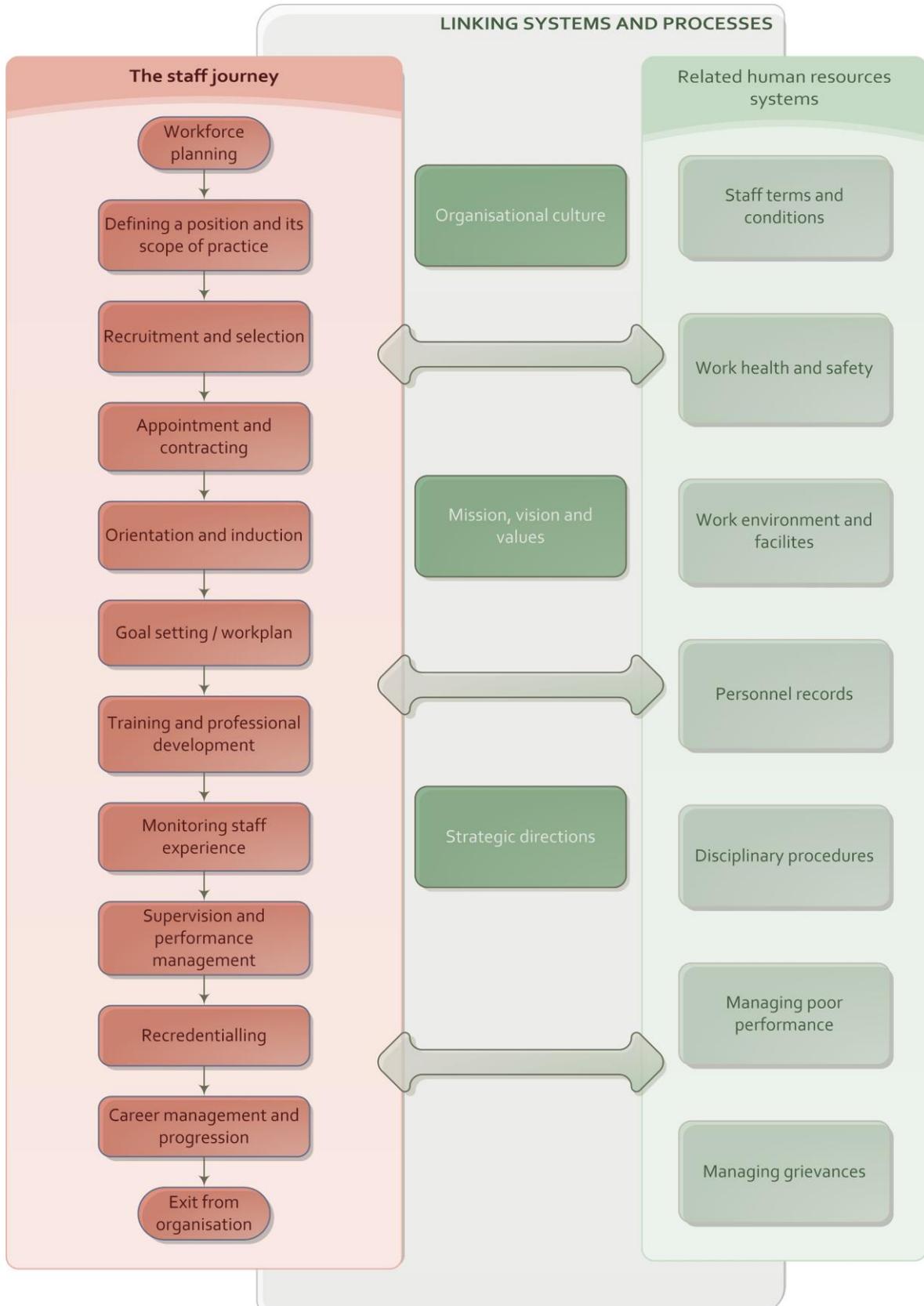




Table 2: A checklist of prompts for risk identification – an LGBTI staff member’s journey

See also Standard 1 in the Rainbow Tick Guide to LGBTI-inclusive practice.

The staff / volunteer journey / pathway through our organisation	
Process area	Consider events or scenarios which could create risks with respect to:
How does your workforce plan consider the needs of current and prospective LGBTI staff? Does workforce planning consider measures that better meet the needs of LGBTI consumers?	<ul style="list-style-type: none"> ▪ LGBTI-specific roles ▪ Special measures ▪ LGBTI-inclusive framework and strategy ▪ Development and review of position descriptions and scope of practice
How does your organisation provide clear messages about LGBTI-inclusion of staff and consumers in recruitment and selection processes and documentation?	<ul style="list-style-type: none"> ▪ Advertising ▪ Shortlisting ▪ Interview and interview panel ▪ Referee checks
Do you make staff/volunteer appointments in ways that are non-discriminatory and equitable?	<ul style="list-style-type: none"> ▪ Contracting, scope of practice ▪ Completing credentialing ▪ Terms and conditions of employment
How do your orientation and induction processes deliver clear messages about the values and expectations of the organisation regarding LGBTI-inclusive practice, and ensure these messages are understood?	<ul style="list-style-type: none"> ▪ Checklist ▪ Code of conduct, organisational values and behaviours ▪ LGBTI-inclusive practice requirements ▪ Performance expectations
How are processes for credentialing, re-credentialing and defining scope of practice inclusive of LGBTI consumers and staff?	<ul style="list-style-type: none"> ▪ Credentials aligned with organisational values/mission/vision and scope of practice of service/role ▪ Review of credentials and scope of practice over time
Are terms and conditions of employment equitable for LGBTI staff? Do similar equitable terms and conditions of work apply to LGBTI volunteers, students and third party providers?	<ul style="list-style-type: none"> ▪ Supporting a transitioning staff member or volunteer ▪ Facilities for staff, volunteers and students
How does training and professional development support the uptake of LGBTI-inclusive practice and protect the health and wellbeing of LGBTI consumers, staff and volunteers?	<ul style="list-style-type: none"> ▪ LGBTI cultural awareness ▪ LGBTI-inclusive practice
Does supervision at management and professional practice levels support LGBTI cultural safety?	<ul style="list-style-type: none"> ▪ Reflection/action on LGBTI-inclusive practice

The staff / volunteer journey / pathway through our organisation	
Process area	Consider events or scenarios which could create risks with respect to:
How does the performance management system foster and embed LGBTI-inclusive practice?	<ul style="list-style-type: none"> ▪ Expectations ▪ Process ▪ Goal setting ▪ Individual workplans ▪ Review ▪ Managing under-performance
Is the work environment set up to empower and protect LGBTI consumers, staff and volunteers?	<ul style="list-style-type: none"> ▪ Welcome messaging ▪ Organisational capability ▪ Appropriate facilities ▪ Privacy and confidentiality
Are LGBTI considerations built in to work health and safety requirements across the organisation?	<ul style="list-style-type: none"> ▪ Organisational capability ▪ Safe environment ▪ Safe practices
Is career progression equitable for LGBTI staff?	<ul style="list-style-type: none"> ▪ Equity
Are grievance and disciplinary management processes considerate of impacts on LGBTI consumers, staff and volunteers?	<ul style="list-style-type: none"> ▪ Equity ▪ Cultural safety of LGBTI staff / volunteers
How do exit processes protect LGBTI staff and volunteers, and encourage open and transparent communication about the cultural proficiency of the organisation, and ongoing quality improvement?	<ul style="list-style-type: none"> ▪ Exit interview includes LGBTI-inclusivity
Are personnel records established and maintained in ways that are respectful of LGBTI staff and volunteers, free from discrimination and protecting their privacy and confidentiality?	<ul style="list-style-type: none"> ▪ Inclusive language and media ▪ LGBTI-inclusive documentation ▪ Appropriate dataset
Does your staff experience or climate survey assess the behaviours of staff towards LGBTI consumers and staff, and gather data about their experiences?	<ul style="list-style-type: none"> ▪ Enabling of staff / volunteers ▪ Capability to gather LGBTI-specific experience data ▪ Complaint, appeal and breach management processes ▪ Measuring perceived cultural safety.

Table 3: A checklist of prompts for other areas of the organisation

Other organisational functions, systems and processes	
Process area	Consider events or scenarios which could create risks with respect to:
How do governance, leadership and management systems support cultural safety?	<ul style="list-style-type: none"> ▪ Board representation ▪ Board sub-committees ▪ Service governance of LGBTI-inclusivity ▪ Risk appetite
How does service governance promote cultural safety and LGBTI-inclusive practice?	<ul style="list-style-type: none"> ▪ Service outcomes ▪ Consumer experience, including managing complaints, other feedback, breaches, allegations and incidents ▪ Trends and emerging issues ▪ Organisational learning
Are quality improvement and internal audit processes robust in terms of LGBTI-inclusive practice?	<ul style="list-style-type: none"> ▪ LGBTI-inclusive practice indicators ▪ Cultural audit ▪ Analysis and actions for QI ▪ LGBTI consumer involvement
How does the organisation build capability for better practice?	<ul style="list-style-type: none"> ▪ Sources of information ▪ Knowledge translation into practice ▪ Systems review to incorporate better practice
How does the organisation foster better practice across the service system, especially in service coordination and integration?	<ul style="list-style-type: none"> ▪ Safe referral pathways ▪ Protocols ▪ Knowledge sharing
Does organisational planning consider the needs of LGBTI consumers and staff, and address risks to them?	<ul style="list-style-type: none"> ▪ Mission, vision and values ▪ Strategic planning ▪ Priority setting ▪ Operational planning ▪ Risk management
Does service and program design, implementation planning and review/evaluation explicitly consider risks to LGBTI consumers and staff?	<ul style="list-style-type: none"> ▪ LGBTI community profile ▪ Understanding LGBTI communities' needs ▪ LGBTI considerations in program planning systems across all stages of consumer journey ▪ LGBTI consumer/community involvement in service planning and review
How does organisational data collection, analysis and reporting support culturally safe and inclusive systems of work?	<ul style="list-style-type: none"> ▪ LGBTI community profile ▪ LGBTI communities' needs analysis ▪ Service governance (see also separate listing)
Are information and knowledge management systems inclusive?	<ul style="list-style-type: none"> ▪ Data collection and secure storage ▪ Data analysis capability ▪ Data usage and sharing
How is the privacy and confidentiality of LGBTI consumers and staff upheld?	<ul style="list-style-type: none"> ▪ Integrated across all stages of consumer/staff/volunteer journey ▪ Compliance with legislation

Other organisational functions, systems and processes	
Process area	Consider events or scenarios which could create risks with respect to:
	<ul style="list-style-type: none"> ▪ Dataset management, including advocacy for change
Are promotional and educational materials sending the right message?	<ul style="list-style-type: none"> ▪ Media selection ▪ Agreed and appropriate language and imaging ▪ Meeting LGBTI consumers' needs ▪ LGBTI consumer involvement
Is the organisation aware of, and compliant with all legal and regulatory requirements, including insurances?	<ul style="list-style-type: none"> ▪ Knowledge of relevant legislation ▪ Compliance checking ▪ Managing breaches ▪ Organisational reporting
Are employee and industrial relations equitable and inclusive?	<ul style="list-style-type: none"> ▪ Fair terms and conditions ▪ Dress codes ▪ Facilities
How does the organisation ensure accountability for LGBTI-inclusive practice and cultural safety?	<ul style="list-style-type: none"> ▪ Accountability for LGBTI-inclusive practice across organisation ▪ Cultural safety role/s and accountabilities
Are the organisation's facilities and other work settings designed and managed to enable cultural safety and inclusive practice?	<ul style="list-style-type: none"> ▪ Fit for purpose LGBTI-inclusive facilities for consumers/staff/volunteers ▪ Compliance with legislation and advocacy for better practice
Is LGBTI-inclusive practice funded for sustainability?	<ul style="list-style-type: none"> ▪ Sustainability of LGBTI-inclusive practice
Are all organisational contracts, protocols and agreements LGBTI-Inclusive?	<ul style="list-style-type: none"> ▪ LGBTI-inclusive practice performance measures ▪ Accountability for LGBTI-inclusive practice in subcontracted services
Does the organisation manage its internal and external relationships to support LGBTI-inclusive practice?	<ul style="list-style-type: none"> ▪ Promoting LGBTI-inclusive practice ▪ Building LGBTI-inclusive service systems ▪ LGBTI-inclusive referral pathways
Does the organisation actively advocate for LGBTI communities and support community capability building for inclusion?	<ul style="list-style-type: none"> ▪ Links with LGBTI-specific services ▪ Links with LGBTI community groups ▪ Awareness raising activities

Acknowledgement

GLHV acknowledges the collaboration with Banyule Community Health and in particular, Alison Elliott, Acting Executive Manager Quality and Community Programs, in developing this tool. Their involvement has improved both design and content. We thank them for their support and ongoing work to strengthen sector-wide understandings of effective risk management for LGBTI-inclusive practice.