

How does the **organisation's infrastructure** impact on its capacity to respond to a culturally diverse community? Here are some areas on which the organisation may choose to focus:

Values – Do the organisation's mission & vision statements value cultural diversity? Is the organisation meeting its obligations under the Victorian Human Rights framework?

Governance – Is there a diversity plan guiding the implementation of policies, procedures and goals? Are there specific policies that need to be developed, e.g. engaging language services? Are CALD consumers and carers participating in decision making forums?

Human resources – Do staff have requisite knowledge and skills in culturally sensitive practice and in working with interpreters? Are there opportunities for continuous learning in these areas? Do recruitment, hiring, performance appraisal, retention, promotion policies and practices reflect the organisation's cultural diversity objectives?

Communication – How does information exchange about CALD issues occur within the organisation? What opportunities exist for communication between the organisation and the community it serves? Is the organisation supporting the development of mental health literacy in the community? Is the organisation seeking to learn from community members e.g. about commonly held cultural beliefs and practices or their experience of accessing mental health services?

Other resources and support – Can the intranet be used to disseminate CALD related information e.g. contact lists for bilingual workers, contact details regarding language specific consumer and carer support groups? Is relevant translated information available for consumers and carers?

Community participation – How does the organisation reach out to the local community? Are there opportunities for community groups to provide input into the kinds of services provided and way they are provided? What opportunities exist for joining networks and forming partnerships with other organisations, e.g. refugee settlement and ethno-specific organisations?

Service array – How can the organisation adapt in response to the community's needs e.g. provide individuals and families with more informal support, utilise the naturally existing expertise of members of cultural organisations, incorporate helpful cultural and spiritual healing traditions into its service array.

Planning and evaluation – How is information collected about service use CALD consumers and carers? Does the organisation need to engage in some kind of organisational self-assessment? How are members of local community groups involved in these processes? Are CALD issues incorporated into the organisation's broader quality improvement plan?

Adapted from

Hernandez, M, Nesman, T., Mowery, D. Acevedo-Polakovich, I. & Callejas, L. (2009) Cultural competence: a literature review and conceptual model for mental health services. **Psychiatric Services**. Aug. Vol.60. No. 8. Pp 1046-1050.