

Appendix 3: Launch Housing TGD Model of Care - Quality Improvement Plan

1. Organisational Capacity and Culture

The organisation embeds TGD-inclusive practice across all its systems and continuously seeks opportunities for improvements.

	Area <i>Identified area and issue that requires improvement</i>	Performance Indicators	Strategies <i>What steps do we need to take to achieve the intended improvement?</i>	Assigned responsibility <i>Who will make sure that it happens?</i>	Timeframes <i>When will this be completed?</i>	Progress
1.1	TGD-inclusive practice is reflected in the organisation's policies and procedures including position descriptions, service contracts, performance management system, service models, quality management plan, and anti-discrimination policy.	a) Respectful policies for working with TGD clients	<ol style="list-style-type: none"> 1. Review current policies 2. Propose new standard (based on TGD resource guide) 3. Consult with TGD representatives and groups 4. Implement 5. Monitor 	Service Development <ul style="list-style-type: none"> • Service Quality Coordinator • Practice Leader QSIG	July – August 2017	Completed Identified and reviewed key policies: Privacy, EEO, Code of Conduct, Service Philosophy, Record Management, Workplace Resolution, Investigation procedure.
		b) Ensure staff code of conduct that explicitly supports TGD people	<ol style="list-style-type: none"> 1. Review current Code of Conduct 2. Propose improved wording 3. Consult with TGD representatives and groups 4. Implement 5. Monitor 	Service Development <ul style="list-style-type: none"> • Service Quality Coordinator • Practice Leader QSIG	July – August 2017	Completed
		c) Displaying diversity and anti-discrimination	<ol style="list-style-type: none"> 1. Identify TGD inclusive posters (through TGD groups) 	Service Development <ul style="list-style-type: none"> • Service Quality 	July – August 2017	Completed Distribution to all LH sites

		statement or charter &/or displaying TGD inclusive posters	<ol style="list-style-type: none"> 2. Share with site managers 3. Display in common areas, waiting rooms and foyers 	<p>Coordinator</p> <ul style="list-style-type: none"> • Practice Leader <p>Site Managers</p> <p>QSIG</p>		required.
		d) TGD Clients are advised of and aware of complaints pathways	<ol style="list-style-type: none"> 1. Review complaints process with the LEAG 2. Implement 3. Monitor 	<p>Service Development</p> <ul style="list-style-type: none"> • Manager • Practice Leader • LEAG <p>Site Managers</p>	June – Dec 2017	<p>Underway</p> <p>Complaints process being reviewed by LEAG</p>
		e) Position descriptions for employees and volunteers	<ol style="list-style-type: none"> 1. Agree on by-line 2. Implement 3. Monitor 	HR	August 2017	Completed
1.2	The organisation facilitates TGD inclusion amongst staff and volunteers, including recruitment and selection.	a) Recruitment questions that concern TGD clients	<ol style="list-style-type: none"> 1. Provision of TGD Training to staff 2. Development of TGD recruitment questions 3. Implement 4. Monitor 	<p>HR</p> <p>Service Development</p> <ul style="list-style-type: none"> • Volunteer coordinator • Practice Leaders 	July 2017	Completed
		b) Face-to-face training on TGD inclusivity with board, management, and frontline staff where possible	<ol style="list-style-type: none"> 1. TGD Training is a regular 6 monthly item on the training calendar 	HR	July 2017	Completed

		<p>c) TGD specific info where relevant, including books, pamphlets and other resources</p>	<p>1. TGD resources identified 2. TGD resources shared on LH internal intranet</p>	<p>Service Development</p> <ul style="list-style-type: none"> Practice Leaders 	<p>July 2017</p>	<p>Completed</p> <p>TGD resource guide available from project website</p>
		<p>d) Include at least one gender neutral toilet where possible</p>	<p>1. Audit of site facilities</p>	<p>QSIG</p> <p>Site Managers</p>	<p>2018</p>	
1.3	<p>The organisation has an integrated TGD client feedback system that ensures continuous TGD-quality improvement and planning.</p>	<p>a) LH Feedback system</p>	<p>1. Implementation of the co-designed client feedback system 2. Monitor</p>	<p>Service Development</p> <ul style="list-style-type: none"> SD Manager Practice Leaders LEAG 	<p>October 2017</p>	<p>Underway</p>
1.4	<p>The organisation's service delivery risk management system includes strategies to identify and manage potential risks to the cultural safety of TGD clients.</p>	<ul style="list-style-type: none"> Appropriate safety planning Risk wizard – LH incident reporting tool Responding to harassment Safe living arrangements Safe access to amenities and toilets Staff knowledge of TGD safety concerns 	<p>1. Provision of TGD Training to staff 2. Staff and managers trained in using the LH incident reporting tool</p>	<p>Service Development</p> <ul style="list-style-type: none"> Practice Leader <p>Client Services managers</p> <p>QSIG</p>	<p>March – August 2017</p>	<p>Completed</p>

2. **Workforce Development**

All staff and volunteers understand their responsibilities to TGD clients and are trained and able to deliver TGD-inclusive services

	Area	Performance Indicators	Strategies	Assigned responsibility	Timeframes	Progress
2.1	The organisation has a systematic process for assessing the TGD-inclusive practice professional development needs of the Board, leadership team, staff and volunteers.	<ul style="list-style-type: none"> Survey of staff understanding and attitudes of TGD needs 	<ol style="list-style-type: none"> Agreement from LH leadership that TGD inclusive practice is a professional development requirement Development of a measure of staff attitudes and knowledge 	Service Development <ul style="list-style-type: none"> SD Manager Practice Leader Volunteer coordinator 	2018	
2.2	The organisation facilitates access to professional development to the Board, leadership team, staff and volunteers that includes their legal responsibilities, TGD cultural safety and a consideration of the impact of employees' attitudes and beliefs on TGD- inclusive practice	<ul style="list-style-type: none"> Participation in TGD training Training will be run 6 monthly & advertised on training calendar Targets for training engagement - within 6months of employment for client facing roles, and within 12-months for non-client facing roles 	<ol style="list-style-type: none"> Provision of TGD training Measure staff attitudes and beliefs on TGD-inclusive practice Monitor 	HR Service Development <ul style="list-style-type: none"> SD Manager Practice Leader 	August 2017	Completed

3. Consumer Participation

TGD clients are consulted with, and participate in the planning, development and review of the service

	Area/Issue	Performance Indicators	Strategies	Assigned responsibility	Timeframes	Progress
3.1	The organisation works with TGD clients and community representatives to identify TGD clients' needs and develop and continuously improve their provision of TGD-inclusive services.	<ul style="list-style-type: none"> LEAG Membership: TGD position Identify key community groups/networks (TGV, YGender, Minus18, The Shed) 	<ol style="list-style-type: none"> Develop links with TGD services, groups and networks Advocate for a TGD position TGD LEAG position advertised & filled TGD training for the LEAG 	Service Development <ul style="list-style-type: none"> SD Manager Practice Leaders LEAG QSIG	July – September 2017	Completed
3.2	Staff are willing and able to advocate for the needs of their TGD clients within the broader health and services sector.	<ul style="list-style-type: none"> As a result of TGD training, staff have the skills to advocate for the need of TGD clients, or are able to refer TGD clients to appropriate supports 	<ol style="list-style-type: none"> Provision of TGD training Monitor staff confidence and willingness to advocate for TGD clients' needs 	HR Service Development <ul style="list-style-type: none"> Practice leaders Client services managers	March – August 2017 Continue to monitor	Completed
3.3	The organisation engages a TGD liaison officer to assist with meeting TGD client needs.	<ul style="list-style-type: none"> Staff will access secondary consults with TGD (TGV, Drummond Street Services, Zoe Bell Gender Centre) services when needed TGD clients are provided with the option to be referred to an advocate 	<ol style="list-style-type: none"> Develop links and foster relationships with TGD services, groups and networks such as TGV, Drummond Street Services and Mind Equality Centre TGD LEAG Position LH Participation in the Safe Housing Network 	Service Development Client services Managers QSIG	March – August 2017 Need to formalise links/relationships with TGD networks	Completed

4. **Welcoming and Accessible Organisation**

TGD clients can easily and confidently access services because the physical and virtual environments, including information, structures, resources and processes are welcoming

	Area/Issue	Performance Indicators	Strategies	Assigned responsibility	Timeframes	Progress
4.1	The organisation's communication and educational materials are TGD-inclusive (e.g. inclusive language and images, and TGD specific information where relevant).	<ul style="list-style-type: none"> TGD inclusive language used in LH materials and resources, both internally and externally <i>Example: "LH works with individuals, families and couples"</i> Rainbow and TGD flag added to email signature Pronouns added to all staff email signatures 	<ol style="list-style-type: none"> Review current language Consult with TGD Groups Identify examples of inclusive language and images Produce guide for inclusive language Implement Monitor 	Communications & Development <ul style="list-style-type: none"> Comms Fundraising Development specialists Executive All staff	January – June 2018	Underway
4.2	The organisation effectively communicates its services to the TGD community.	<ul style="list-style-type: none"> LH will have strong links with TGD services and groups LH will provide info on services to these networks 	<ol style="list-style-type: none"> Identify key services Develop links and foster relationships with TGD services, groups and networks Create MOUs with key organisations LH participation in the Safe Housing Network 	Communications and development Service Development All staff	2018	Underway

5. **Disclosure and Documentation**

TGD clients, staff and volunteers feel safe to provide personal information, including their sexual orientation, gender identity and/or intersex status, because they know information will be treated respectfully and that there are systems in place to ensure their privacy.

	Area/Issue	Performance Indicators	Strategies	Assigned responsibility	Timeframes	Progress
5.1	The organisation has systems for collecting, storing, using and sharing TGD client’s personal information, including their gender identity, sexual orientation, intersex status and/or relationship status, and preferred contact person.	<ul style="list-style-type: none"> SRS gender capture fields are updated to be inclusive SRS to capture sexual orientation 	<ol style="list-style-type: none"> Look to other organisations for examples of inclusive data capture (health services, FANs) Identify best method to capture gender & sexual orientation on SRS Quote & build by Infoxchange Trial at TGD pilot sites Training for client services staff in how to ask questions relating to gender and sexual orientation Monitor quality of data capture 	Service development <ul style="list-style-type: none"> SD manager Data coordinator Practice leader 	July 2017 changes drafted to gender and sexuality data capture on client database (SRS) Jan - Feb 2018 Implementation	Underway
5.2	The organisation only collects information about a client’s gender identity, sexual orientation, intersex status and/or relationship status	<ul style="list-style-type: none"> Participation in TGD Training by service delivery staff 	<ol style="list-style-type: none"> Training for client services staff Implement Monitor 	Service development <ul style="list-style-type: none"> Practice leader Client services managers	July 2017 changes drafted to gender and sexuality data capture on client database (SRS)	Underway

	from the client themselves or from their nominated representative.				Jan - Feb 2018 Implementation	
5.3	Staff understand the significance to TGD people of disclosing their gender identity and that the organisation has strategies to ensure that staff respond in a respectful and affirming way to disclosure.	<ul style="list-style-type: none"> Participation in TGD training by service delivery staff 	<ol style="list-style-type: none"> TGD training for client services staff Provision of TGD resource guides Staff supported in supervision Monitor 	Service development <ul style="list-style-type: none"> Practice leader HR Client services managers	March – August 2017	Completed
5.4	The organisation ensures that TGD clients understand that their gender identity information is confidential and that they will be consulted on whether, how and why this information is recorded, stored and shared.	<ul style="list-style-type: none"> Participation in TGD training by service delivery staff and management All TGD clients provided with 'Working together brochure' outlining rights and privacy 	<ol style="list-style-type: none"> TGD training for client services staff Monitor/ audit the provision of 'Working together' brochure Feedback/ interview with TGD clients about their understanding Monitor 	Service development <ul style="list-style-type: none"> Practice leader HR Client services managers	March – August 2017	Completed
5.5	Staff and volunteers can support TGD clients to change identity documentation (e.g. birth certificates, Medicare or Centrelink identity) to affirm their gender	<ul style="list-style-type: none"> Participation in TGD training by service delivery staff Staff have knowledge in this area, or know where to get information in this area 	<ol style="list-style-type: none"> Provision of TGD Training Access to TGD resource guide Monitor staff confidence and knowledge in the area 	Service development <ul style="list-style-type: none"> Practice leader HR Client services managers	March – August 2017	Completed

6. Culturally Safe and Acceptable Services

Services and programs identify, assess, analyse and manage risks to ensure the cultural safety of TGD clients

	Area/Issue	Performance Indicators	Strategies	Assigned responsibility	Timeframes	Progress
6.1	The organisation understands the specific needs of TGD clients and addresses these needs in the design and delivery of services and programs.	<ul style="list-style-type: none"> TGD clients and community reference groups are consulted Service development looks to examples of research and best practice both in Australia and overseas 	<ol style="list-style-type: none"> Develop links and foster relationships with TGD services, groups and networks such as TGV and Drummond Street Services. 	Service development <ul style="list-style-type: none"> Practice Leader 	March – October 2017	Completed
6.2	The organisation has a code of conduct for all clients including a zero tolerance approach to discrimination and harassment on the basis of gender identity, sexual orientation and intersex status	<ul style="list-style-type: none"> LH crisis accommodation behaviour policy LH code of conduct 	<ol style="list-style-type: none"> Review current policy Look to examples of inclusive code of conduct (TGD resource guide includes overseas examples about managing attitudes of other clients) Update code of conduct Consult with TGD groups (TGV) Communicate change to staff and clients 	HR Service development <ul style="list-style-type: none"> Quality coordinator QSIG	July – August 2017	Completed

			6. Implement & monitor zero tolerance for discrimination and harassment			
6.3	<p>The organisation uses language that is TGD inclusive, including</p> <ul style="list-style-type: none"> • use of client pronouns • use of client preferred name • recognition of non-binary gender identification • recognition of diverse voices on the phone 	<ul style="list-style-type: none"> • Participation in TGD training by all staff of the organisation • Improvements made to the gender data captured in SRS • Advocacy to CHP and AIHW for these improvements to be made for all SHS data capture 	<ol style="list-style-type: none"> 1. Provision of TGD Training to staff 2. Improvements to data capture system (SRS) to support TGD inclusive language 3. Support staff through supervision 4. Development of LH communications guide 5. Monitor 	<p>Service development</p> <ul style="list-style-type: none"> • Practice leader <p>Client services management</p> <p>All staff</p> <p>Communications</p>	<p>March– August 2017</p> <p>Staff participation in training</p> <p>Feb 2018 Organisational communication guide</p>	Underway
6.4	<p>The organisation ensures that TGD clients are placed in residential services with sleeping and bathroom arrangements that are safe, appropriate, and acceptable to the client.</p>	<ul style="list-style-type: none"> • Participation in TGD training • Staff are aware of the specific needs of TGD clients and will work to ensure their physical safety and wellbeing is protected 	<ol style="list-style-type: none"> 1. Provision of TGD training 2. Audit of safety of launch sites 3. Monitor feedback and the experience of TGD clients in LH residential services and external housing we arrange (motel, rooming house) 	<p>QSIG</p> <p>Client services managers</p>	<p>March – August 2017</p>	Underway

6.5	Staff and volunteers understand and are inclusive of diversity among TGD clients including cultural, indigenous and faith-based identification, disability, and sex worker status.	<ul style="list-style-type: none"> Participation in TGD training 	<ol style="list-style-type: none"> Provision of TGD training Monitor staff awareness, knowledge and attitudes 	HR Service Development <ul style="list-style-type: none"> Practice leader Volunteer coordinator Client services managers	March – August 2017	Completed
6.6	The staff can refer TGD clients to TGD-specific clinical, social and peer support services as needed	<ul style="list-style-type: none"> Participation in TGD training Staff awareness of TGD specific services Staff aware of where to source more information if needed 	<ol style="list-style-type: none"> Provision of TGD training Develop relationships and referral pathways with TGD specific services such as Drummond Street Services and Mind Equality Centre. 	HR Client services managers Service development <ul style="list-style-type: none"> Practice leader 	March – August 2017	Completed
6.7	The organisation disseminates information about TGD cultural safety across its programs and services and to other organisations.	<ul style="list-style-type: none"> The organisation will disseminate information through internal communication, management meetings, team meetings and at Local Area Service Network meetings. 	<ol style="list-style-type: none"> Develop relationships and referral pathways with TGD specific services Pathways for sharing TGD specific information 	Service development <ul style="list-style-type: none"> Practice leaders Homelessness Networkers	March 2017 – 2018	Underway

Note: Though many items are listed as ‘completed’, Launch Housing recognises that ongoing work and activities are required to ensure quality of service.