

# Disability Strategy and Action Plan

2023 – 2027



Monash  
Health



### **Acknowledgement**

Monash Health acknowledges the traditional custodians of the land, the peoples of the Kulin Nation. We pay our respect to them, their culture and their Elders, past, present and emerging.

We recognise that we are starting to understand and address the intersections of ableism, racism and the ongoing effects of dispossession and colonisation. We are committed to working with our local Aboriginal community to address inequality for Aboriginal people with disability.

We also acknowledge the significant role that Aboriginal families and communities play as carers for people with disability.

# Contents

Acknowledgement	2
A message from the Chief Executive	5
A message from our Disability Consumer	
Advisory Group Chairs	6
Our achievements so far	7
Talking about disability	8
Facts about people with disability	9
How we developed this plan	10
Current context	11
Where our plan fits	12
Building genuine inclusion means changing the way we do things	13
Our vision	14
Our pillars and priorities	15
Pillar: Inclusion	16
Pillar: Accessibility	19
Pillar: Opportunity	22
Pillar: Innovation	25
How will we implement the plan?	27
How will we know we are making a difference?	27

**Front cover:** We thank Monash Health patient Stratos, who was photographed at home. We know that disability has many faces, and we look forward to sharing a wide representation of people with disability through this Strategy and Action Plan and our future work.

**“Nothing about us,  
without us”**

Inclusive, accessible, and  
respectful healthcare for  
everyone.

# A message from the Chief Executive

I am pleased to introduce our Disability Strategy and Action Plan, 2023 – 2027.

As Victoria's largest healthcare provider, we are committed to providing inclusive and respectful healthcare and employment. We will continue to take steps to ensure that Monash Health is breaking down barriers to healthcare access for people with disability.

We recognise that we have an active role in realising the State's vision for an inclusive, accessible, and safe Victoria that upholds the rights of people with disability, celebrates diversity, and expands opportunities for all to belong and control their lives.

We value the input and feedback of our community and understand that people with disability are experts in their own lives. Through an extensive consultation and feedback process, we present a Disability Strategy and Action Plan that articulates our commitment to co-design, in keeping with the principle of *'nothing about us, without us'*.

We are on a journey, and this plan provides a roadmap for continued development to ensure we provide accessible healthcare for all.

I thank our Equity and Inclusion Disability Subcommittee for its hard work in developing this strategy and action plan, and for its continued and valued work in this space. I also extend thanks to our Disability Consumer Advisory Group and those employees, consumers and community members who provided valuable feedback throughout our consultation process.

**Martin Keogh**

Interim Chief Executive

# A message from our Disability Consumer Advisory Group Chairs

Since its establishment in early 2022, Monash Health's Disability Consumer Advisory Group has shared the stories and lived experiences of a diverse group of people with disabilities and those who care for them.

In these discussions, a number of common themes emerged, including the challenges experienced in accessing care, difficulty accessing buildings, and a limited understanding of disability within healthcare.

We heard that people living with disabilities face a lack of disability awareness and disability confidence from healthcare providers, particularly if the disability is not easily seen.

We heard of the additional disadvantages faced by Aboriginal and Torres Strait Islander people, those from culturally and linguistically diverse backgrounds, those from different backgrounds or life experiences - particularly of trauma, and the LGBTIQ+ population. We all have many identities beyond that of living with a disability, which is why an intersectional approach that considers the multiple and interrelated challenges faced by individuals with disabilities is critically important.

We also heard that inequitable access to appropriate health services, whether in the community or hospital, results in poorer health outcomes for these communities.

The establishment of the Disability Consumer Advisory Group has been an important step towards having the voice of people living with disabilities heard in a systemic way within Monash Health.

We have assisted in the development of this Strategy and Action Plan, and we look forward to working with Monash Health to deliver the initiatives which we hope will meet the aspirations of our group.

*"I'm hoping that all children with autism spectrum will have their needs understood and met, especially having an environment that suits their needs when they are in hospital."*

*"I'm hoping that the needs of adults with cognitive impairment are understood and met as well as the needs of children, who are developing cognition, are recognised and met."*

*"I'm hoping that staff will no longer make assumptions about the reality of my disability just because they can't see it".*

*"I'm hoping that the needs of carers will be recognised, valued and assisted."*

## **Sue Viney**

Co-Chair, Disability Consumer Advisory Group

## **Kellie Hammerstein**

Co-Chair, Disability Consumer Advisory Group  
Disability Initiatives Lead

# Our achievements so far

We are proud of our progress in providing inclusive and respectful healthcare and employment. Some of our recent achievements are outlined below. We look forward to building on these achievements as we deliver our Disability Strategy and Action Plan.



## Inclusion

Our **Disability Consumer Advisory Group** was developed to ensure the voices of consumers, carers, and the community inform our Disability Strategy and Action Plan, and support its vision of eliminating barriers that prevent people from accessing and participating in our services. The group consists of members who can represent the views of people with disability, either through lived experience or as a parent or carer of someone with a disability. It works alongside our Equity and Inclusion Disability Subcommittee.

**Disability Liaison Officers** are an interdisciplinary team of clinicians who coordinate healthcare for people with disabilities. The disability liaison service contributes to the assessment, management, discharge planning and community follow-up for better health outcomes, assists with navigating the health system, making the required adjustments to assessment and treatment for people with disabilities.



## Accessibility

**Auslan Sessional Placement Project** is a partnership project between Monash Health and Expression Australia that aims to provide timely access to language services for patients whose primary language of communication is Auslan, Australian Sign Language. The project aims to determine whether this leads to more timely access to language services and improved overall health outcomes for the deaf and hard-of-hearing community.

**Autism Spectrum Disorder – breaking down barriers and enabling best care** is a quality improvement activity run by Monash Children's Hospital. The initiative includes employee education and kits on over 17 wards and departments, including communication support profiles, visual schedules, social stories, communication tools and sensory toys and objects to support our patients and families during their stay.



## Opportunity

We have invested in the **Australian Network on Disability Access and Inclusion Index**, a tool designed to understand, assess, benchmark and improve organisational confidence around disability. The results are key to ensuring we meet the needs of our patients and employees with disability through our disability planning and assist us in striving for excellence in disability confidence and inclusion.

**Enabling Preventative Healthcare: The Disability Healthcare Access Service** is a bespoke model of care to support people with complex disabilities to access vital healthcare assessments and routine care, which includes pathology and imaging, dental reviews, immunisations (including COVID-19 vaccinations), physical examinations and nail cuttings.



## Innovation

In July 2022, we launched **My Lived iD**, a website designed to provide people with intellectual disabilities access to the information, resources and healthcare services they need to support their mental health and wellbeing. My Lived iD consolidates consistent and trustworthy information in one place, in a format that is accessible and easy to navigate, setting it apart from other resources.

**Mental Healthcare and Adult Autism Project** is a multidisciplinary pilot program established to assess current mental health patients for Autism Spectrum Disorder and provide links to appropriate services. It aims to address the unmet need for diagnosis services for adults with suspected Autism Spectrum Disorder.

# Talking about disability

There are more than one million people with disability living in Victoria with a wide range of conditions and impairments. What they have in common is a shared experience of encountering negative attitudes and barriers to full participation in everyday activities, including accessing healthcare and employment.

Monash Health understands that fundamental to changing attitudes and addressing unconscious bias is our language. Our Disability Strategy and Action Plan will play a critical role in fostering disability pride and help us bring to life the shared Equity and Inclusion principle of inclusivity – where people feel valued and respected.

In line with the Victorian Government's Inclusive Victoria - State Disability Plan, Monash Health acknowledges that there is no universal conceptualisation of disability. We recognise that people with disability have different preferences regarding how they describe their disability.

Monash Health adopts person-first language in our plan and communication more broadly, which puts the person before their disability – for example, 'people with disability.' However, we acknowledge and respect that some people with disability may have different preferences about the language used to reflect their identity, including 'disabled person'.

To ensure consistency with the Inclusive Victoria - State Disability Plan, Monash Health adopts the following definitions for the Disability Strategy and Action Plan:

## **Social model of disability:**

Monash Health utilises the United Nations Convention on the Rights of Persons with Disabilities definition of disability, which describes people with disability as people who have long-term physical, mental, intellectual or sensory differences that, when interacting with inaccessible communities and environments, prevent full and equal community participation.

This is often called the social model of disability. The social model of disability is an important way of perceiving inequality because it views disability as stemming from communities, services and spaces that are not accessible or inclusive. In the social model of disability, it is society that places limits on a person, not their disability.

## **Ableism:**

Ableism describes discrimination or prejudice towards people with disability. It can be described as the systemic and interpersonal exclusion and oppression of people with disability. By using the word ableism throughout this strategy and action plan, we intend to draw attention to the breadth and seriousness of this specific form of discrimination, exclusion and oppression.

Ableism interacts with other forms of discrimination, such as gender inequality, racism, homophobia, biphobia, transphobia and ageism. This creates multiple and intersecting forms of systemic discrimination for Aboriginal people, women, LGBTIQ+ people, multicultural people, older people and young people.<sup>1</sup>

## **People with disability are unique individuals**

People with disability are unique individuals and differ in their culture, language, sexuality, gender identity, age, ability, socioeconomic status and life experiences. Their experiences and the way they perceive the concept of disability varies, in addition to the barriers they experience in obtaining employment and access to the healthcare they require.

1. Inclusive Victoria: State Disability Plan <https://content.vic.gov.au/sites/default/files/2022-03/Inclusive%20Victoria%20-%20State%20disability%20plan%202022-2026.pdf> Viewed 14 September 2022





# Facts about people with disability

## 61,209

people with disability (requiring daily assistance with communication, mobility or self-care) live in the Monash Health catchment.<sup>3</sup>

## 24%

of Aboriginal people have disability, which is **twice the rate** of the general population.<sup>4</sup>

## 23%

of all people with disability reported a mental or behavioural disorder as their main condition.<sup>5</sup>

## 39%

of LGBTIQ+ people aged 14 to 21 identify as having **disability or long-term health condition**.<sup>6</sup>

## 49%

of Victorians with disability are employed compared with 77% of people without disability.<sup>9</sup>

Sexual violence is

## 2x

**more likely** to be experienced by people with disability.<sup>8</sup>

Family violence is

## 3x

**more likely** to be experienced by people with disability.<sup>7</sup>

People with intellectual disability are dying up to

## 27

years earlier than most people, and up to half of their deaths **are preventable**.<sup>2</sup>

**People with disability experience ableism in accessing healthcare. Discrimination from healthcare employees has been reported in complaints to the Australian Human Rights Commission:**

## 22%

of all people who experience disability discrimination (314,000) reported this came from healthcare employees.

People with disability who experience disability discrimination are almost

## 2x

**more likely** to report poor health and more than twice as likely to report high or very high levels psychological distress.

Where people have experienced the impact of discrimination, they are **twice as likely to avoid medical facilities**.

2. Council of Intellectual Disability, <https://cid.org.au/our-campaigns/end-deadly-disability-discrimination-2/>, viewed 14 September 2022

3. Australian Bureau of Statistics 2021, <https://www.abs.gov.au/statistics#census>

4. Australian Bureau of Statistics 2018, **Disability, ageing and carers, Australia: Summary of findings**, Australian Government, Canberra.

5. Australian Bureau of Statistics 2018, **Disability, ageing and carers, Australia: Summary of findings**, Australian Government, Canberra.

6. LGBTIQ+ Health Australia 2021, **Snapshot of mental health and suicide prevention statistics for LGBTIQ+ people**, LGBTIQ+ Health Australia, Pyrmont.

7. Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability March 2021, **Research Report on the Nature and extent of violence, abuse, neglect and exploitation against people with disability in Australia**, Australian Government, Canberra.

8. Ibid.

9. Australian Bureau of Statistics 2018, **Disability, ageing and carers, Australia: Summary of findings**, Australian Government, Canberra.

# How we developed this plan

The *Disability Act 2006 (Vic)* requires us to develop a new disability plan every four years to:

- reduce barriers to people with disability in accessing goods, services and facilities
- reduce barriers to people with disability in obtaining and maintaining employment
- promote inclusion and participation of people with disability in the community, and
- achieve tangible changes in attitudes and practices which discriminate against people with disability.

## 1

In 2021, informed by our commitment to *'nothing about us, without us'*, Monash Health undertook a broad consultation process to help us understand the experience of our patients, employees, volunteers, and visitors with disability to inform our priorities areas of our new plan. We engaged over 330 people who provided feedback across all consultation activities, and several emerging themes informing our plans were identified. We also set out to create a structure within our organisation where lived experience would guide and advise our ongoing disability planning.

### Changing the outcomes for people with disability

Consulting on the new Monash Health Disability Action Plan 2023-2027



# 330

people provided feedback. A number of emerging themes were identified



# 227

online survey responses



# 5

focus groups with local health and disability networks



# 4

employee focus groups



# 1

supported workshop with people with an intellectual disability



# 5

interviews



# 5

internal stakeholder focus groups with an emphasis on intersectional communities who often experience additional barriers to health access (Refugee Health, Aboriginal Health Service, Gender Clinic, Mental Health Lived Experience Advisory Forum)

## 2

In 2022, we established our first Disability Consumer Advisory Group representing diversity in disability, with 11 members comprised of people with disability and parents of children with disability.

## 3

To complement the voice of people with disability, we invested in the Australia Network on Disability Access and Inclusion Self-Assessment Index. This process has allowed us to better understand our organisational confidence to meet the needs of our patients and employees with disability. Information gathered by the Self-Assessment Index has informed our planning, alongside the voices of people with disability and their families and carers. Informed by this rich and deep understanding of our strengths and opportunities for growth, we aim to help actualise Inclusive Victoria: The State Disability Plan 2022 – 26.



# Current context

The Disability Strategy and Action Plan is underpinned by Monash Health’s Equity and Inclusion Strategy 2019-2023. This strategy articulates our commitment to reflect our diverse community and promotes fair opportunity and resources for our patients, employees, volunteers, families, visitors, and community.

We want to create a safe and welcoming environment that embraces all the skills, perspectives and experiences people bring to Monash Health.



## Our goals

- Create an exceptional experience and environment for our patients, consumers, visitors, families, volunteers, and employees.
- Ensure people feel included, valued, recognised, respected, and have access to fair opportunity.
- Attract, recruit, retain and support the diverse talent of our employees and volunteers.
- Ensure people with disabilities, people from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander peoples, women, LGBTIQ+ and disadvantaged groups feel welcome in our organisation.



## Our shared principles

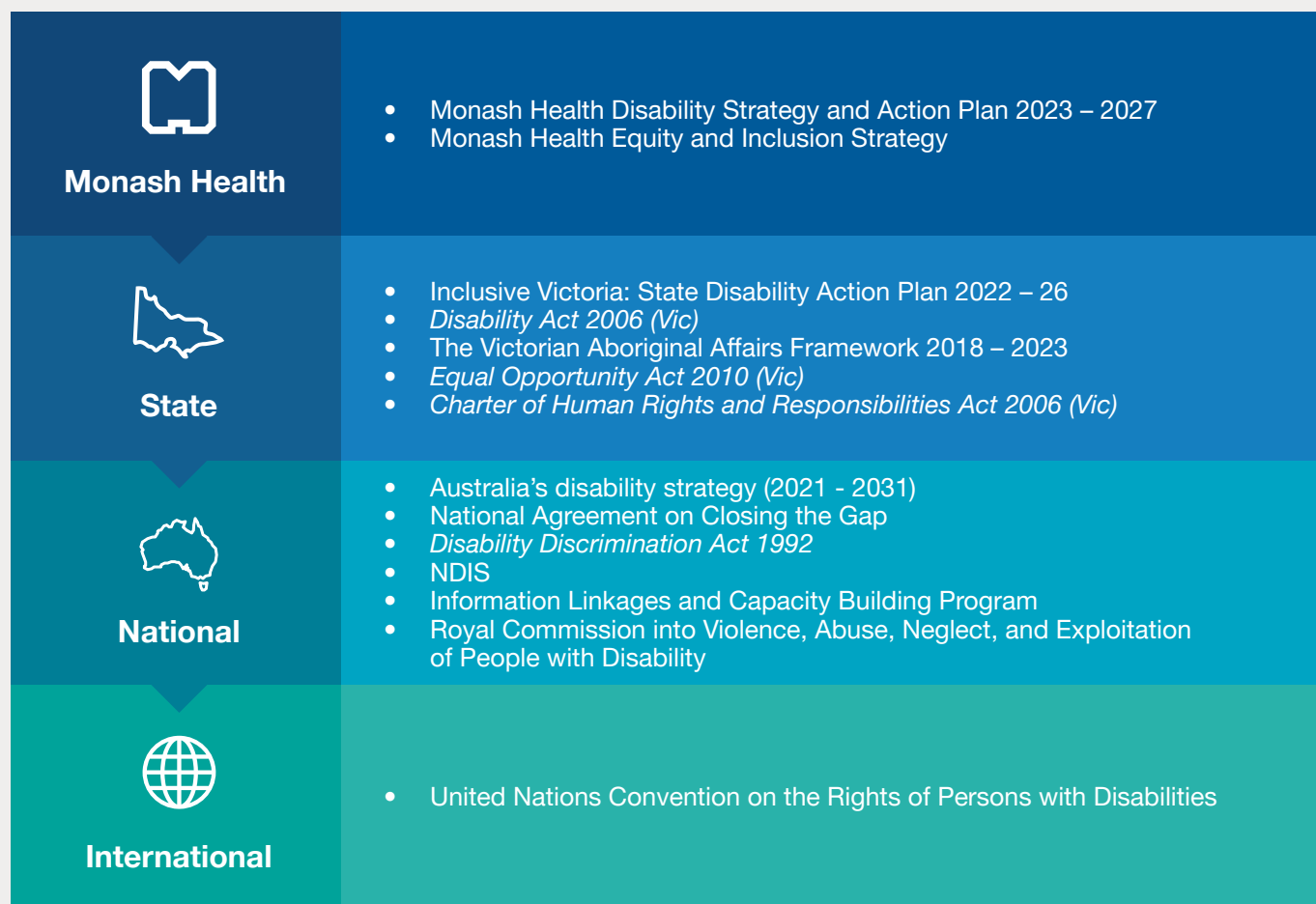
- Our culture is inclusive, and people feel valued and respected.
- Our leaders encourage a workplace that is inclusive of our diverse community.
- Our people reflect the diversity of the community we serve.



# Where our plan fits

The Monash Health Disability Strategy and Action Plan 2023 – 27 works alongside a range of international, national, and state frameworks and policies ensuring the rights of people with disability are upheld and protected.

Delivering this Disability Strategy and Action Plan assists the Victorian Government in meeting its obligations under the United Nations Convention on the Rights of Persons with Disabilities, in turn achieving outcomes under Australia's Disability Strategy (2021–2031).



Monash Health is committed to supporting the outcomes of the Inclusive Victoria - State Disability Plan 2022 – 2026, and achieving the vision of an “inclusive, accessible and safe Victoria that upholds the rights of people with disability, celebrates our diversity and pride, and expands our opportunities to belong and control our lives”<sup>10</sup>.

This strategy and plan articulate our four-year vision, pillars and priorities that support our commitment areas, informed by the six systemic reforms of Inclusive Victoria:

- Co-design with people with disability
- Aboriginal self-determination
- Intersectional approaches
- Accessible communications and universal design
- Disability-confident and inclusive workforces
- Effective data and outcomes.

10. Inclusive Victoria: State Disability Plan <https://content.vic.gov.au/sites/default/files/2022-03/Inclusive%20Victoria%20-%20State%20disability%20plan%202022-2026.pdf> Viewed 14 September 2022



## “Building genuine inclusion means changing the way we do things”

It means having people with disability at the table when we design policies, programs and services. It means working with Aboriginal people with disability and listening to what works best for them and their communities.

It means recognising how ableism intersects with other forms of structural discrimination and understanding what that means for how we design and deliver services.

It means building accessibility into everything we do. It means skilling up our workforce to understand the social and human rights models of disability and what that means for how they do their jobs. And it means getting better at measuring progress and sharing what we have achieved.

*Inclusive Victoria: State Disability Plan*

# Our vision

Inclusive, accessible, and respectful healthcare for everyone.

This will be achieved by:

- Reducing, removing, and preventing barriers to people with disability accessing our healthcare
- Reducing, removing, and preventing barriers to people with disability obtaining and maintaining employment
- Promoting people with disability to be included and take part in the community
- Creating meaningful change in attitudes and practice that discriminate against people with disability and promoting disability inclusion and pride
- Coordinating and integrating universal healthcare and supporting our NDIS services
- Investment in innovation and research that improves the lives of people with disability.



# Our pillars and priorities

We have worked extensively across the organisation and with consumer advisors to identify four strategic pillars of work that will support the achievement of our vision. Each pillar contains priority areas with targeted actions that will help us deliver outcomes for people with disability.



## Inclusion

We have strong governance informed by the voice of people with disability

We build a disability confident and inclusive workforce

We work with people with disability to foster and promote disability inclusion and pride

We undertake intersectional planning and service delivery



## Accessibility

We enhance the access and experience of our healthcare for people with disability

Build our specialised disability workforce to link to the NDIS and My Aged Care

We adopt universal design principles

We enhance the accessibility of Digital Health and Communication for people with disability



## Opportunity

We explore initiatives that support people with disability in our workforce

We attract, retain and develop people with disability in our workforce

We provide opportunities for people with disability to develop skills and experience

We will increase our spend under the Social Procurement Framework

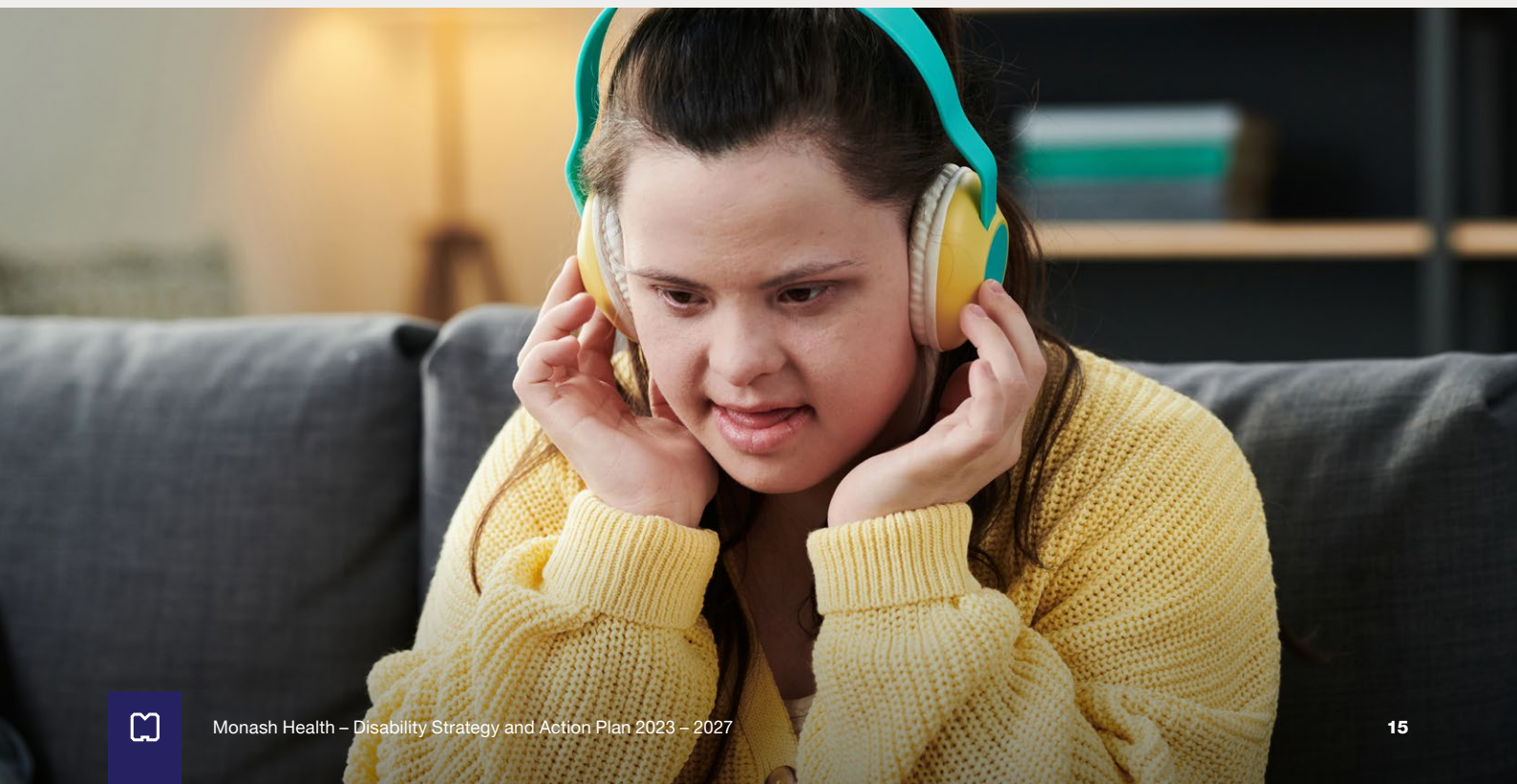


## Innovation

We will strengthen the collection and use of data about people with disability

We build evidence-based practice in healthcare for people with disability

We invest and participate in research that improves the health and wellbeing for people with disability





# Pillar: Inclusion

Priority: We have strong governance informed by the voice of people with disability

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
IG - 1	Establish and maintain effective committees and Advisory Groups to drive the launch, implementation, and monitoring of our Disability Action Plan 2023 – 27, including: <ul style="list-style-type: none"> <li>Equity and Inclusion Committee</li> <li>Equity and Inclusion Disability Subcommittee</li> <li>Disability Consumer Advisory Group</li> <li>Disability Employee Advisory Group</li> </ul>	Ongoing	Chair, Equity and Inclusion Committee Chair, Equity and Inclusion Disability Subcommittee Chair, Disability Consumer Advisory Group Chair, Disability Employee Advisory Group	Disability Employee Advisory Group established. Minimum of 4 Committees/ Advisory Group meetings held per year.	
IG - 2	Build accountability and transparency through reporting Disability Action Plan achievements, challenges, and learnings both internally and externally.	June 2025	Executive Director, Quality and Safety	Disability Dashboard developed and implemented.	
		Annual	Executive Director, Communication and Engagement	Annual update provided to Monash Health Executive Committee.	
		Annual	Executive Director, Communication and Engagement	Endorsed Monash Health Annual Quality of Care Report.	
IG - 3	Establish a governance structure for disability across the organisation with expertise in the breadth of disability across the lifespan, including people with lived experience.	June 2025	Chief Executive	Governance structure for disability functional, and includes people with lived experience.	

Priority: We build a disability-confident and inclusive workforce

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
IW - 1	Develop and implement training and education to strengthen the capacity and confidence of employees to meet the needs of people with disability that represents the intersections (culture, language, sexuality, gender identity, age, ability, socioeconomic status), and communicate it to our employees.	June 2024	Executive Director, People and Culture	Co-designed Disability Awareness E-learning module deployed.	Point 2.1.7
		Annual	Executive Director, People and Culture	Annual Disability training and Education calendar developed.	
IW - 2	Deliver the 'Mental Health Autism Assessment Project' to improve access to autism assessment and diagnosis by the provision of training to mental health professionals.	June 2024	Director Clinical Operations, Monash Medical Centre and P Block	Training delivered to mental health clinicians.	
IW - 3	Develop a 'Disability Champion' model to promote and guide professional development and capacity building within Monash Health.	June 2026	Executive Director, People and Culture	Disability Champion model developed and implemented.	Point 2.1.3
IW - 4	Develop and maintain disability content for resources and information for employees and distribute via internal communications.	June 2024	Executive Director, Communication and Engagement	Disability Communication Strategy developed.	





## Priority: We work with people with disability to foster and promote disability inclusion and pride

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
IP - 1	Design and implement a 'Disability Communication Strategy' that includes co-designed messaging that highlights unconscious bias and attitudes that raises awareness of ableism, and promotes disability inclusion and pride, ensuring we address ableism, racism, sexism and homophobia.	June 2024	Executive Director, Communication and Engagement	Implemented co-designed Disability Communication Strategy.	Points 1.1.2 & 2.1.7

## Priority: We undertake intersectional planning and service delivery

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
II - 1	Ensure all Monash Health strategy documents and action plans are aligned towards our commitment to remove barriers that impact on our patients, employee, volunteers and visitors	June 2025	General Manager, Strategy, Transformation and Projects	Strategic alignment checklist completed for every strategic deliverable.	Point 2.1.7
II - 2	Ensure the Monash Health strategies and policies that pertain to Aboriginal people reflect the needs of Aboriginal people with disability.	June 2025	Operations Director, Aboriginal Health and Engagement	People with disability engaged in the consultation of the Cultural Safety and Reconciliation Action Plans. Review Recording and Responding to Aboriginal and Torres Strait Islander Procedure.	



**“Everyone has a right to be included in decisions and matters about their own health.”**

*Monash Health – Disability Consumer Advisory Group member 2022*



# Pillar: Accessibility

Priority: We enhance the access and experience of our healthcare for people with disability

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
AD - 1	Develop a Policy that articulates our commitment to people with disability who experience barriers to accessing healthcare.	June 2025	Deputy Chief Operating Officer – Public Health and Community	Policy approved and communicated.	
AD - 2	Develop Procedures that outlines the health care pathways for people with disability with complex needs, including people with neurodegenerative disease, intellectual or developmental and/or mental health disability.	June 2025	Deputy Chief Operating Officer – Public Health and Community	Procedures approved and implemented.	
AD - 3	Complete a business case for the implementation of a 'Disability Identifier', informed by Disability Liaison Program Pilot Project's recommendations and outcomes.	June 2025	Executive Director, Digital Health	Business Case for the implementation of a Disability Identifier in EMR funded.	
AD - 4	Complete a Business Case for a Disability' Health Passport' to embed into our client management systems, informed by Disability Liaison Program Pilot Project's recommendations and outcomes.	June 2025	Executive Director, Digital Health	Business Case for a Disability Health Passport funded.	

Priority: Build our specialised disability workforce to link to the NDIS and My Aged Care

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
AS - 1	Provide required reporting data to the Victorian Department of Health in evaluation of the Disability Liaison Program to secure its continuation post 2024.	June 2024	Director, Priority Populations	Evaluation data provided by deadline.	
AS - 2	Identify and invest in disability specific positions to provide NDIS related expertise and leadership to assist the mental health clinical workforce better understand and navigate the NDIS, as funding permits.	June 2025	General Manager, Mental Health Program	Additional NDIS Leads positions successfully recruited.	

Priority: We adopt universal design principles

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
AU - 1	Develop a Universal Design Policy, outlining our commitment to the principles of inclusivity, accessibility and flexibility in our planning, healthcare service delivery, employment, communication, and engagement.	June 2026	Chief Executive	Endorsed Universal Design Policy.	Point 2.1.6
AU - 2	Undertake audits of all Monash Health sites to identify accessibility issues. Develop a log of accessibility issues and/or capital projects related to people with disability.	June 2025	Director, Capital and Infrastructure	Audits completed at each Monash Health site and log maintained.	
AU - 3	Allocate an annual Capital budget to progressively address accessibility issues on existing sites.	June 2026	Chief Executive	Capital budget allocated. Projects delivered to improve accessibility.	

AU - 4	Develop a RiskMan report for feedback that pertains to accessibility issues related to a person's disability, in turn informing quality improvement activities undertaken to improve accessibility.	June 2025	Executive Director, Quality and Safety	Disability Accessibility feedback report developed.	
--------	---	-----------	--	---	--

## Priority: We enhance the accessibility of Digital Health and Communication for people with disability

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
AA - 1	Include our commitment to accessibility of our digital health and communications for people with disability in our Digital Health Strategy	June 2024	Executive Director, Digital Health	Digital Health Strategy that articulates a commitment to digital health accessibility.	
AA - 2	Review Digital Health processes relating to scoping accessibility requirements for our users and ensuring Digital solutions developed are appropriate for people with disabilities.	June 2024	Executive Director, Digital Health	Processes reviewed and updated.	
AA - 3	Document current accessibility features for people with disability in our Digital systems and communicate these to our users through our staff training and resources.	June 2026	Executive Director, Digital Health	Accessibility features document and included in Disability Awareness training and on our inter/intranet.	
AA - 4	Complete a Business Case for an allocated Digital Health budget to progressively address digital accessibility of our platforms, system and devices.	June 2026	Executive Director, Digital Health Chief Financial Officer	Capital budget allocated. Projects delivered to improve accessibility.	

## Priority: We enhance the accessibility and inclusively of our communication for people with disability

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
AE - 1	Review of our policies that relate to Communication and Marketing to ensure: <ul style="list-style-type: none"> <li>We are in line with the latest standards and technology</li> <li>Our communication policies include a commitment to the accessibility of our communication.</li> </ul>	June 2025	Executive Director, Communication and Engagement	Updated policies endorsed.	
AE - 2	Review of our 'Health Literacy Action Plan' by the Disability Consumer Advisory Group to ensure our health information is accessible for people with disability, including information in: <ul style="list-style-type: none"> <li>Easy Read</li> <li>Visual and audio format.</li> </ul>	June 2024	Manager, Patient Experience	Review completed.	
AE - 3	Develop a business case to demonstrate the need and financial benefit of the investment in a video and audio content developer for patient information, increasing the accessibility of our communications.	June 2024	Director, Patient Experience and Consumer Partnerships	Endorsed Business Case.	

**“Information should be accessible by different communication means such as the use of written information, diagrams and interpreters.”**

*Monash Health – Disability Consumer Advisory Group member 2022*



# Pillar: Opportunity

Priority: We explore initiatives that support people with disability in our workforce

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
OE - 1	Develop a Disability Employment Strategy that articulates how we will attract, retain and provide career development for people with disability, including: <ul style="list-style-type: none"> <li>• Collaboration with Disability Employment Services to promote our employment opportunities to people with disability</li> <li>• Explore the Australian Disability Network Stepping into Internship Program and PACE program to support the recruitment of people with disability into positions, or work experience.</li> </ul>	June 2025	Executive Director, People and Culture	Endorsed Disability Employment Strategy.	Point 4.2.7
OE - 2	Develop and implement a Workplace Adjustment Procedure which will: <ul style="list-style-type: none"> <li>• Attract people with disability through inclusive recruitment processes.</li> <li>• Provide reasonable adjustments for employees and volunteers with a disability.</li> <li>• Review current employee access to workplace adjustment.</li> </ul>	June 2024	Executive Director, People and Culture	Endorsed Workplace Adjustment Procedure.	
OE - 3	Establish a 'Disability Employee Advisory Group' comprised of employees with a disability to review our existing policies and procedures relating to the recruitment and retention of people with disability.	June 2025	Executive Director, People and Culture	Disability Employee Advisory Group established and functional.	
OE - 4	Develop a 'Disability Identification' process to collate the numbers of volunteers and employees with a disability to allow us to understand the impact of adopted strategies, monitoring data annually.	June 2025	Executive Director, People and Culture	Disability Identification Process developed and implemented.	
OE - 5	Report the number of employees with a disability annually to provide a metric of our progress in the recruitment and retention of people with disability.	June 2025	Executive Director, People and Culture	Disability dashboard report transparently available.	
OE - 6	Monitor employee perception of equity and inclusion for people with disability in their workplace through the People Matter survey.	Annually	Executive Director, People and Culture	Increase in People Matter Report metric for employee perception of positive culture for people with disability from 60% to 70% by 2027.	

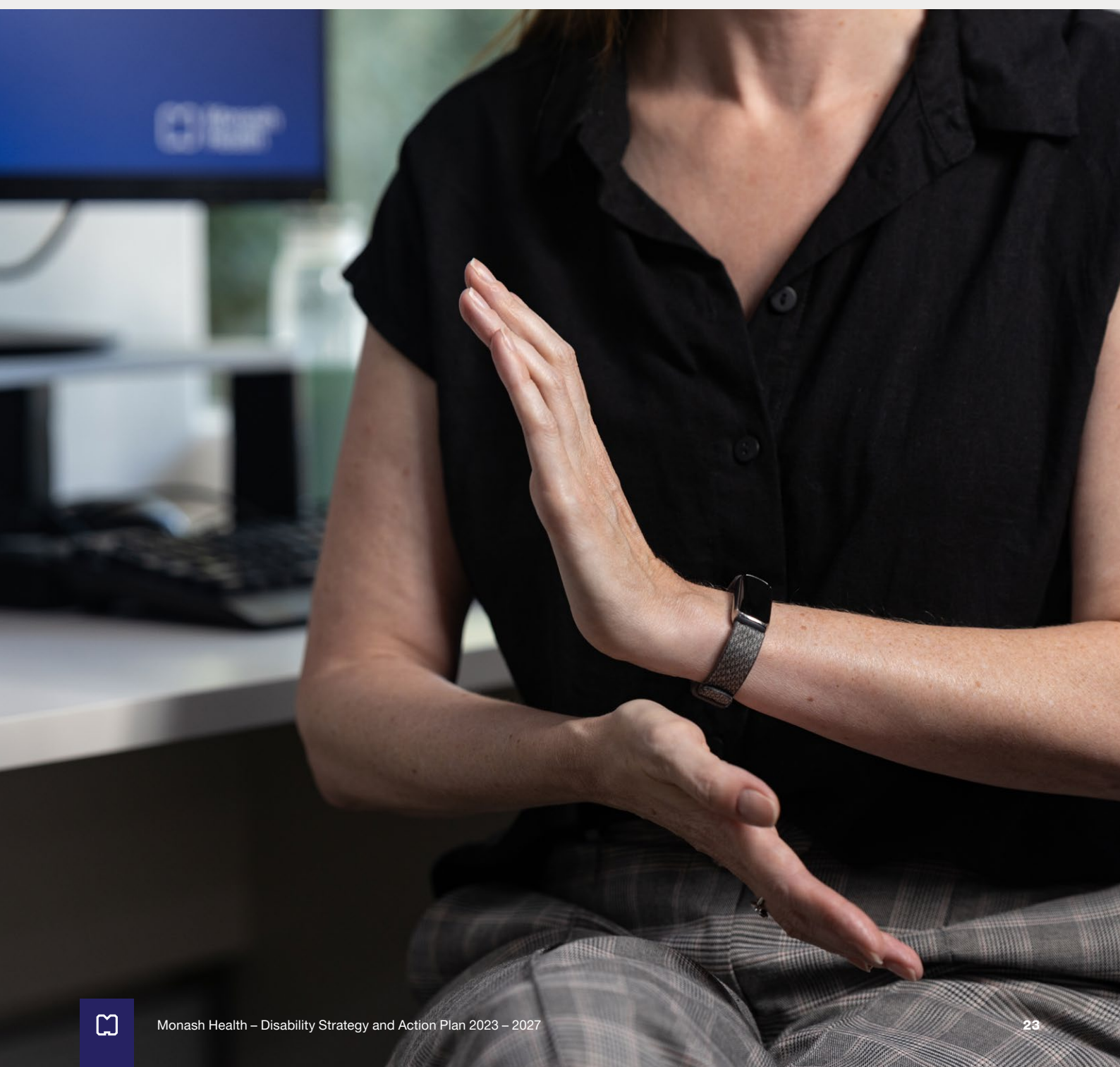
Priority: We attract, retain and develop people with a disability in our workforce

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
OV - 1	Volunteer Coordinators undertake 'Disability Inclusive Volunteering' training to assist in the recruitment and support of people with disability in our volunteer positions.	June 2024	Manager, Consumer Partnership and Volunteer Services	100% of Volunteer Coordinators undertaken Disability Inclusive Volunteering training.	



## Priority: We will increase our spend under the Social Procurement Framework

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
OS - 1	Identification and collaboration with local Disability Enterprises to facilitate engagement in procuring products and/or services.	June 2024	Director, Engineering and Corporate services	Strategy for the procurement of products and/or services endorsed.	
OS - 2	Conduct a survey of current suppliers that are registered Australian Disability Enterprises.	June 2024	Director, Engineering and Corporate services	List of identified suppliers who are registered Australian Disability Enterprises.	
OS - 3	Provide an annual report on the number of registered Australian Disability Enterprises suppliers, to measure the impact of our Social Procurement Strategy.	Annually	Director, Engineering and Corporate services	Annual report endorsed.	Point 4.2.3



**“Work has a strong value for self-worth, socialising, gaining further skills and monetary reward, as everyone in the workforce receives. Volunteering is rewarding, but it does not pay the bills.”**

*Monash Health – Disability Consumer Advisory Group member 2022*







# Pillar: Innovation

Priority: We will strengthen the collection and use of data about people with disability

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
OC - 1	Develop a 'Disability Dashboard' to enable research, targeted engagement, and quality improvements, including (but not limited to): <ul style="list-style-type: none"> <li>Data to inform our Disability Action Plan and Disability Employment Plan.</li> <li>Targeted Patient Experience Surveys designed for people with disability.</li> <li>Intersectional Planning.</li> </ul>	June 2026	Executive Director, Quality and Safety	Disability Dashboard live.	
OC - 2	Engage the South East Public Health Unit (SEPHU) and the Monash Health Community Engagement Team to collect community insights and identify priorities and trends in data that relate to people with disability to inform our healthcare response.	Ongoing	General Manager, Public Health and Infectious Diseases	Endorsed Health and Demography Trends report.	

Priority: We build evidence-based practice in healthcare for people with disability

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
IS - 1	Develop, implement and evaluate the 'Communication Passport' Project for children with a disability in Monash Children's Hospital.	June 2025	General Manager, Monash Children's Hospital	Communication Passport developed and implemented. Communication Passport evaluated.	
IS - 2	Undertake preventative health initiatives and projects to improve the health and wellbeing of people with disability.	Annually	General Manager Public Health and Infectious Diseases	One initiative implemented per year.	
IS - 3	Implementation and evaluation of the 'Mental Health Care and Adult Autism Project,' informing service design in Autism assessment and diagnosis in the adult population.	June 2024	Director Clinical Operations, Monash Medical Centre and P Block	Mental Health Care and Adult Autism Project successfully implemented. Mental Health Care and Adult Autism Project Evaluation Report.	
IS - 4	Explore the investment in the implementation of UNIQUE, a digital tool enabling children and their families to communicate their skills, abilities, preferences, and support needs to others, currently in development by Monash University.	June 2025	General Manager, Monash Children's Hospital	UNIQUE digital scoped and business case developed (as required).	
IS - 5	Undertake a review of the Organisational Resilience Framework by the Disability Consumer Advisory Group to ensure the needs of people with disability are reflected in emergency planning and response.	June 2025	General Manager, Monash Community Health	Organisational Resilience Framework reviewed and updated.	

Priority: We invest and participate in research that improves the health and wellbeing for people with disability

#	Action	Timeframe	Responsibility	KPI	Inclusive Vic Reference
IR - 1	Establish a Lived Experience Research Reference Group of people with disability to identify and co-produce research projects.	June 2025	Deputy Chief Operating Officer – Public Health and Community	Lived Experience Reference Group established and functional.	
IR - 2	Ensure the use of Monash Health Aboriginal Research Principles when undertaking research with Aboriginal people with disability.	Ongoing	Operations Director, Aboriginal Health and Engagement	Research report demonstrating the utilisation of principals.	



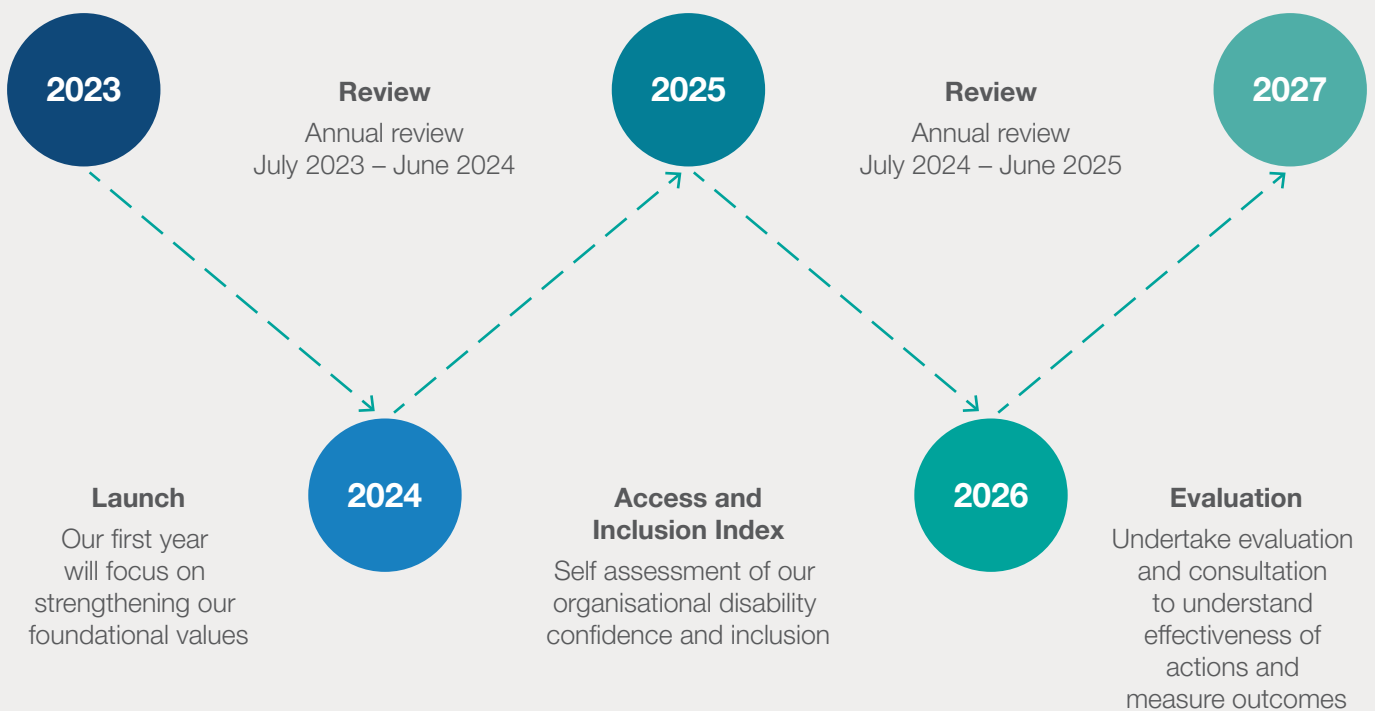
# How will we implement the plan?

Our Disability Strategy and Action Plan will be transformational, articulating our strategic intent to remove barriers to healthcare and employment for people with disability, along with the actions and resources to deliver it. That said, disability is everybody’s business, which is evidenced by this plan’s broad spread of commitments and actions across the organisation.

The delivery of this plan will be overseen by the Chair of the Equity and Inclusion Committee, alongside the Disability Consumer Advisory Group and resourced through the Disability Initiatives Lead position. The Disability Initiatives Lead is responsible for identifying, facilitating and reporting on the implementation of key actions and initiatives that will positively influence and drive disability confidence and inclusion across the health service. In addition, and in partnership with key stakeholders, this role will work with groups and steering committees, adopt a broad view of disability across the organisation, and ensure we achieve the key elements of our Equity and Inclusion strategy.

# How will we know we are making a difference?

Monash Health will undertake an annual review of our Disability Action Plan to measure the effectiveness of its actions, and undertake an organisational Australian Network on Disability Access and Inclusion Index Self-Assessment to understand our disability inclusion and confidence, comparing the results with the Self-Assessment undertaken in 2022.





**Corporate Office**

246 Clayton Road, Clayton

**T:** 03 9594 6666

**E:** [info@monashhealth.org](mailto:info@monashhealth.org)

**[www.monashhealth.org](http://www.monashhealth.org)**

ABN 82 142 080 338

Easy English, audio and accessible versions of this document are available on the Monash Health website at [monashhealth.org/about/publications](http://monashhealth.org/about/publications)