**Marker Guide 9**

**DIPLOMA OF PRACTICE MANAGEMENT**

Develop and Implement Policy

CHCPOL002



First Edition, November 2023

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SHORT RESPONSE QUESTIONS

SECTION 1

AN INTRODUCTION TO ORGANISATIONAL POLICY

What are organisational policies and procedures?

1.1 Why is it important that practice employers develop a set of appropriate policies and procedures? (Your response should be approximately 50 words.)

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| Responses must demonstrate understanding of the responsibilities of employers in relation to workplace policy.  Responses will vary but should reflect responsibilities in relation to providing/fostering:   * Guidance for action in accordance with organisational values. * Compliance with legislation. * Uniformity/consistency. * Efficiency. * Stability and continuity. * Maintaining direction through change. * Framework for business planning. * Assessing performance and accountability. * Clarification of functions/responsibilities. |

1.2 Select one of ACSQHC’s **key tasks**:

1. *Set up a comprehensive suite of policies, procedures and protocols that emphasise safety and quality.*
2. *Set up mechanisms to maintain currency of policies, procedures and protocols, and to communicate changes in them to the workforce.*
3. *Review the use and effectiveness of organisational policies, procedures and protocols through clinical audits or performance reviews.*
4. *Periodically review policies, procedures and protocols to align them to state or territory requirements and ensure that they reflect best-practice and current evidence.*
5. *Develop or adapt a legislative compliance system that incorporates a compliance register to ensure that policies, procedures and protocols are regularly and reliably updated, and respond to relevant regulatory changes, compliance issues and case law.*

Briefly explain why this task is important. (Your response should be approximately 50 words.)

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| Responses must demonstrate understanding of the responsibilities of employers in relation to workplace policy.  Responses will vary but must show understanding of the selected task.  Example response:  *Task: 5.*  *This task is essential because policies guide the operations of the organisation and if those policies are not regularly updated, they may not be consistent as legislation changes over time. Without a register it may not be clear when a policy was last updated.*  Introduced under the subheading **What Policies and Procedures Does My Practice Need?** of the Study Guide with other relevant information provided throughout the Study Guide. |

Legal and Ethical Considerations

1.3 What is negligence and what does it have to do with workplace policies? (Your response should be 120-150 words.)

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| Responses must demonstrate understanding of duty of care in the breach.  Responses will vary but must reflect that:   * Negligence is a failure in duty of care. * Compliance with legislation. * Uniformity/consistency. * Efficiency. * Stability and continuity. * Maintaining direction through change. * Framework for business planning. * Assessing performance and accountability. * Clarification of functions/responsibilities.   Example response:  Negligence is where duty of care responsibilities are not met. We can either be negligent through what we do (that is by placing a client or other relevant person at risk through some action we’ve taken) or place the person at risk or cause them harm by failing to do something that it is with in our responsibility to do. Many policies are directly aimed at supporting workers and the organisation to meet their duty of care responsibilities and avoiding negligence. For example, policies and procedures relating to direct client service include responsibilities and processes that are essential to protecting clients and avoiding harm; work health and safety (WHS) policies and procedures aim to reduce physical and psychology risks to workers, clients, and site visitors; child protection policies and procedures aim to uphold our duty of care to children; and so on. |

1.4 Identify a code of practice for one allied health profession and fill in the details about the code below.

a) What is the title of the code you have selected?

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| Response must demonstrate understanding of relevant codes of practice by identifying one current, relevant allied health professional code of practice. |

b) What professional body has produced this code?

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| Response must demonstrate understanding of relevant codes of practice by accurately identifying the authorial body/publisher of the code. |

c) Provide the website address where this code can be accessed.

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| Response must demonstrate understanding of relevant codes of practice by providing a current web address for the code. |

d) How could this code help a practice manager when they are reviewing and developing policies and procedures? (Your response should be approximately 50 words.)

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| Response must demonstrate understanding of relevant codes of practice by accurately describing uses of allied health professional codes of practice in the policy development process.  Responses will vary but should include some of the following:   * Set out core principles of allied health/healthcare/helping professions and the client rights in relation to these. * A good code of practice or code of ethics will be developed in consultation with legal and professional standards. * Codes of practice set out standards that promote ethical practice. * Organisations can support their staff in meeting the standards set out in codes of practice by ensuring that their policies and, in particular, the procedures set out to guide staff action are consistent with the relevant codes of practice. * Because procedures outline practical steps to achieve policy aims, where policies are aligned with codes of practice, following the associated procedures should mean that staff act in accordance with these codes. |

e) What are some of the limitations of codes of practice in guiding professional decisions and behaviours? (Your response should be approximately 50 words.)

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| Response must demonstrate understanding of relevant codes of practice by accurately describing uses of allied health professional codes of practice in the policy development process.  Responses will vary but should include some of the following:   * Codes of practice do not cover all the ethical or professional issues that can arise in allied health practice. * Codes of practice tend not to provide practical steps to take in order to meet all their standards. * They need to be read and applied in concert with legal, ethical, and professional knowledge and standards of good practice. |

1.5 The following questions relate to psychosocial hazards and risks.

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| Response must demonstrate understanding of a key industry development/context for policy development/policy framework, specifically addressing psychosocial risks. |

a) What a psychosocial risk?

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| Response should reflect the definition of psychosocial risks provided in the Study Guide:  *Psychosocial risks are things that could do psychological harm – such as leading to anxiety, burnout, or mental health disorders – or physical harm, such as raising the risk of cardiovascular or musculoskeletal disorders.* |

b) What are three psychosocial hazards that allied health professionals are likely to face?

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| Response must demonstrate understanding of relevant codes of practice by identifying at least three relevant psychosocial hazards.  Psychosocial hazards identified in Reading B are: | |
| * High and/or low job demands. * Low job control. * Poor support. * Low role clarity. * Poor organisational change management. * Low reward and recognition. * Poor organisational justice. | * Poor workplace relationships including interpersonal conflict. * Remote or isolated work. * Poor environmental conditions. * Traumatic events. * Violence and aggression. * Bullying. * Harassment (inc. sexual harassment). |

c) Why is the identification and management of psychosocial risks now considered an essential feature in work health and safety policy development?

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| Response must demonstrate understanding of the relevance of this framework/trend in relation to workplace policy development.  Responses will vary but should reflect/be consistent with the following points from the Study Guide and/or Reading B:   * The Australian Institute of Health and Safety estimated in 2019, that worker’s absenteeism due to poor mental health, cost between $13 and $17 billion per year. * The reduced productivity of healthcare professionals in the workplace can lead to suboptimal delivery of care to patients and therefore poorer treatment outcomes. Consequently, there is growing interest in boosting healthcare worker wellness, resiliency and self-care, globally. * Workers are likely to be exposed to a combination of psychosocial hazards and psychosocial hazards can create harm through a worker’s experience of a frequent, prolonged and/or severe stress response, where stress is defined as a person’s psycho-logical response (e.g. anxiety, tension) and physiological response (e.g. release of stress hormones, cardiovascular response) to work demands or threats. * PCBUs must manage psychosocial risks in accordance with Part 3.1 of the WHS Regulation. * Because PCBUs and workers have responsibilities that policies should assist them to meet, e.g.:   + PCBUs may take reasonable steps to acquire and keep up-to-date knowledge of work health and safety matters associated with the operations of the business or undertaking (including matters related to psychological health and psychosocial risks).   + PCBUs may take reasonable steps to gain an understanding of the nature of the operations of the business or undertaking and the psychosocial hazards associated with those operations.   + PCBUs may take reasonable steps to ensure the PCBU has and uses appropriate resources and processes to eliminate or minimise risks from psychosocial hazards.   + PCBUs may take reasonable steps to ensure the PCBU has appropriate processes for receiving and considering information regarding incidents, hazards and risks and responding in a timely way to that information.   + While at work, a worker must take reasonable care for their own health and safety, including psychological health.   + While at work, a worker must take reasonable care their acts or omissions do not adversely affect the health (including psychological health) and safety of other persons. |

SECTION 2

PREPARING TO DRAFT POLICIES

Note: For all questions that require you to identify a resource or resources, the resource(s) you identify in your answer must not be included in your learning materials for this unit. (These questions require you to demonstrate your ability to independently identify and evaluate professional resources.)

Identifying Policy Development Needs

2.1 Why is it essential to review organisational policies regularly? What issues might you be looking to identify when reviewing policies?

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| Response must demonstrate understanding of the need for and key aspects of existing policy review.  Responses will vary but should reflect at least two of the following points:   * Policy developers must make sure that the initiative they are developing is consistent with the responsibilities and processes outlined in other policies. * Aspects of policies already in place may need to be updated. * Policies may not reflect recent legislation changes. * Specific types of allied healthcare provision have their standards or registration requirements updated every few years, which means that pre-existing clinical policies need to be updated to reflect these context changes. * Professional expectations change over time, with some behaviours becoming unacceptable and new standards being set. * Procedures can be unsafe or inefficient. * Areas of professional or organisational responsibility that should be covered in policy may not be. * Guidance may be out of date. * Instructions may inconsistent with legal or professional responsibilities or general good practice. * Guidance may not reflect practices as they are currently being performed. * Specific procedures may not be sufficiently clear to guide staff in meeting their responsibilities. * There may be policy gaps or limitations relating to areas of change social expectation. |

2.2 Select one of the following policy development trends:

* Increased stakeholder engagement.
* Integration of the MyHealth Record system within allied health practices.
* Gathering and analysing of client data to better understand community health and needs through clinical record systems.
* Developing inclusive human resources policies.
* Making health practices more welcoming and accessible for marginalised groups.

a) Briefly describe the trend you have selected and why it is important. (Your response should be approximately 20 words.)

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| Response must demonstrate understanding of a key industry development/context for policy development/policy framework.  Responses will vary but must accurately reflect the selected development.  Example response:   * **Increased stakeholder engagement:** Successful system transformation and improve financial performance have been demonstrated when stakeholders are engaged. (Study Guide p. 35.)   Relevant developments are discussed throughout the Study Guide and readings. |

b) Imagine you are working as a practice manager and want to consider whether your organisation’s policies and practices align with the developments in relation to this trend. Identify one authoritative source of information you could use to evaluate your practice’s current functioning and policy suite, then outline the steps you would take to self-assess using this resource.

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| Response must demonstrate understanding of a key industry development/context for policy development/policy framework.  Responses will vary but must include:   * A relevant self-assessment checklist/tool developed by an allied health professional body or practice or by a relevant Australian government or research body. * A set of steps that includes critical reflection and evaluation in relation to the self-assessment described.   Evaluation/self-assessment is discussed in the Study Guide. |

Conducting Initial Research

2.3 Identify three (3) resources that a practice manager might access when undertaking policy development and briefly explain why you think each resource is appropriate.

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| Response must demonstrate understanding of research processes and their implementation, including identification of relevant resources and capacity to critically evaluate resources.  Responses will vary but must include at least three relevant resources supported by accurate evaluations. Each resource must be:   * Authored/produced by a relevant body (e.g., an allied health professional, Australian government, or research body). * Written for a professional audience. * Relevant to a policy area related to general workplace or allied health policy. * Current.   Readings for this unit are examples of appropriate resources.  Research and resource evaluation are discussed in this section of the Study Guide. |

2.4 What are three (3) groups of key stakeholders for allied health practices?

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| Response must demonstrate understanding of key stakeholders.  Responses will vary must include at least three of:   * Staff (including managers). * Clients/patients. * Community groups. * Representatives of marginalised groups. * Other relevant professionals/services. |

2.5 What are three (3) things a practice manager might do that **discourage** stakeholder engagement and consultation?

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| Response must demonstrate understanding of consultation methods and stakeholder engagement.  Responses will vary must include at least three of:   * Ignoring or minimising feedback. * Using a single strategy. * Using inflexible strategies. * Failing to provide appropriate information/providing information using inappropriate methods. * Using overly complex language. |

Integrating your knowledge

The following questions require you to draw on the knowledge and skills gained throughout Sections 1 and 2 of the Study Guide, and your exploration of relevant resources such as those linked to throughout the unit.

2.6 Imagine that you are managing a small allied health practice. Your clinical staff includes part-time staff (a mental health social worker, a behavioural support practitioner, an audiologist, two occupational therapists, and a speech pathologist), and a full-time physiotherapist. Your administrative staff include a full-time administration officer, a part-time administration worker, a casual receptionist, and a part-time finance officer. Most of your practice clients have chronic disease management plans or NDIS funding for allied health services. You are aware that your clinic has some Indigenous clients but do not systematically collect data on client demographics or use methods for gathering information from your diverse client group.

a) Your practice has no policies or strategies for cultural safety or responsiveness in relation to work with Aboriginal and Torres Strait Islander people. Why might you consider developing a policy to address this? (Your response should be approximately 70 words.)

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| Response must demonstrate understanding of a key industry development/context for policy development/policy framework, specifically recognising the need to support culturally safe and responsive practices with Indigenous people.  Responses will vary but should reflect some of the following points:   * Enhanced their trust that the service was responsive and would uphold their human rights. * Many services have set up programs only to find that they service delivery is not meeting the needs potential clients, including Indigenous Australians. * The Australian health sector has a history of unsafe and ineffective service provision to Aboriginal and Torres Strait Islander people. * Research shows that Indigenous Australians have disproportionately poor health outcomes and these have not been addressed through mainstream health practice.   This question requires students to apply knowledge gained throughout this section of the Study Guide; however, culturally safe/responsive practices are identified as a current trend in Section 1, the need to engage with Aboriginal and Torres Strait Islander community members is discussed in Section 2 with links to informative resources, and the Indigenous Allied Health Australia (IAHA) framework is presented in Reading I. |

b) Identify two (2) authoritative resources that you could use to support your development of your new policy initiative. The resources may relate to any aspect of the policy or relevant procedures you will develop. At least one (1) must be from an Indigenous organisation. Provide the details of the resources and describe how you will use them. (Your response should be approximately 75 words.)

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| Response must demonstrate the ability to identify and use appropriate resources in the policy development process.  Responses will vary but must identify at least two relevant resources and describe an appropriate process for their use. Relevant resources may include:   * Cultural responsiveness guidelines or frameworks. * Self-audit/assessment tools for working effectively with Aboriginal and Torres Strait Islander people. * Professional or academic articles discussing culturally responsive healthcare provision.   Response must **not** include Indigenous Allied Health Australia. (2019). *Cultural responsiveness in action: An IAHA framework* (extracts pp. 4-6, 11-23). Available from <https://iaha.com.au/workforce-support/training-and-development/cultural-responsiveness-in-action-training/>.  This question requires students to apply knowledge gained throughout this section of the Study Guide; however, culturally safe/responsive practices are identified as a current trend in Section 1, the need to engage with Aboriginal and Torres Strait Islander community members is discussed in Section 2 with links to informative resources, and the Indigenous Allied Health Australia (IAHA) framework is presented in Reading I. |

c) Identify one Indigenous organisation or group of Elders in your local area whom you could consult with as you develop your policy initiative.

* 1. What is the organisation/group called and why have you chosen them? (Your response should be approximately 30 words.)

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| Response must demonstrate understanding the ability to identify appropriate potential consultants.  Responses will vary but must include:   * One relevant Indigenous organisation/group. * An appropriate justification for their selection.   This question requires students to apply knowledge gained throughout this section of the Study Guide. |

* 1. Briefly describe how you would approach them and request their input in your policy development process. (Your response should be approximately 20 words.)

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| Response must demonstrate the ability to identify and approach potential consultants appropriately.  Responses will vary but should reflect good practice, such as:   * Recognition that such groups are not obliged to help or consult businesses or organisations, and they often work very hard with limited resources to forward the wellbeing of the people they represent. * The need to approach with respect and courtesy. * Potentially contacting professional or community organisations directly to enquire about their capacity to consult with you or to facilitate an introduction to community members who may consult. * Clearly communicating purposes in seeking consultation and any benefits that can be provided to those who provide input. * Following established protocols for making contact where these are present. (E.g. There may be an Elder or community leader you need to establish a working relationship with before you are introduced to or have permission to approach other community members.)   This question requires students to apply knowledge gained throughout this section of the Study Guide; links and Readings provide additional options for exploration. |

* 1. What are two consultation methods you think would be appropriate to use if they agreed to consult for you? Outline how you would use each method to encourage effective input. (Your response should be approximately 70 words.)

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| Response must demonstrate understanding the ability to identify consultation methods appropriate for particular audiences.  Responses will vary but must reflect that it is important to involve the consultant(s) in developing the format of the consultation, exploring their preferences for options for consultation. (E.g. Established practices within a particular group may also be applied where appropriate, such as a group of Aboriginal consultants involving the person seeking consultation in a yarning circle or the outcomes from a yarning circle. However, because these are cultural practices, it is only appropriate for people who do not belong to the group to be involved where this is at the explicit invitation of the group.)  Specific strategies may include:   * Establishing relationships with local Elders who can provide regular/ongoing input into service planning and delivery. * Interviews with community members. * A series of meetings with community members. * A series of email or letter exchanges with ideas and draft documents presented to the consultant for review and feedback. * Completion of feedback surveys from a number of relevant community members.   This question requires students to apply knowledge gained throughout this section of the Study Guide. |

d) How would you engage your staff in consultations as you start developing your culturally responsive policy initiative? Outline two methods you would use and why you think they are appropriate. (Your response should be approximately 70 words.)

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| Response must demonstrate understanding the ability to identify and use appropriate resources in the policy development process.  Responses will vary but must include at least two relevant methods and appropriate justifications for their selection.  Methods that may be appropriate include:   * Developing/engaging with a policy development committee or sub-committee. * Letters or emails can be sent to staff or clients with specific questions or aspects of the policy initiative described and followed by a request for feedback. * Staff and client surveys can be circulated and promoted within the practice or online. * Meeting with affected groups.   Justifications may relate to:   * Availability/accessibility. * Established groups/meetings within a practice. * Staff preference for particular communication methods. * Communication needs of relevant staff members (e.g., AAT). * The need to provide multiple methods by which feedback can be provided.   This question requires students to apply knowledge gained throughout this section of the Study Guide. |

e) How would you invite input into your policy development process from the Indigenous people who access services through your clinic? Outline two strategies you would use. (Your response should be approximately 70 words.)

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| Response must demonstrate understanding the ability to identify and use appropriate resources in the policy development process.  Responses will vary but must identify at least one relevant method and outline appropriate steps for implementation.  Example response:  *I would put a large poster inviting feedback and listing options including dropping written feedback in our submission box at admin and talking to me. I would also send a general email to all clients who had given us permission to email them inviting Aboriginal and Torres Strait Islander clients to reply or call me if they would like to be involved in a community reference group and have input throughout the policy development process.*  This question requires students to apply knowledge gained throughout this section of the Study Guide. |

f) What documents or other resources might you share with staff to facilitate the consultation process and engage them with the policy initiative? Describe two resources you would develop or access and share with your staff and briefly explain why you think each is helpful. (Your response should be approximately 70 words.)

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| Response must demonstrate understanding the ability to use appropriate supporting documentation in the policy development process.  Responses will vary but must identify at least two relevant resources, which may be created or shared by the policy developer.  Relevant resource types include:   * An overview of the policy development process with information about how their input will help shape the outcome. * Research (or a summary of research findings) into the issue they are attempting to address. * Information about updated legal, professional, or community conditions that they are trying to address through your policy initiative. * A report on the ways in which existing policies are operating and how their policy initiative will seek to make improvements.   This question requires students to apply knowledge gained throughout this section of the Study Guide. |

g) How would you encourage continued stakeholder engagement – both encouraging those who initially provided input to remain involved and potentially engaging people who haven’t previously provided input at the development process continues – throughout the policy development process? (Your response should be approximately 50 words.)

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| Response must demonstrate understanding the ability to apply stakeholder engagement/ management strategies.  Responses will vary but must identify at least two relevant strategies, such as:   * Providing multiple methods of feedback, e.g., providing flexibility in how input can be given and, where appropriate allowing for anonymous input. * Phrasing requests for and responses to input positively and respectfully. * Tailoring consultation methods in ways that are appropriate to different groups, e.g., using translation services or interpreters, making sure communication mechanisms are set up to allow for use of AATs. * Making written communication clear and straightforward, with short, simple sentences and paragraphs. * Showing their input has been taken seriously by making changes in the policy initiatives we are developing.   This question requires students to apply knowledge gained throughout this section of the Study Guide. |

h) What will you do to encourage honest discussion during consultations, including where the people you consult with may disagree with you or with each other? (Your response should be approximately 50 words.)

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| Response must demonstrate understanding the ability to apply stakeholder and communication management strategies.  Responses will vary but must identify at least two relevant strategies, such as:   * Model respectful communication to all stakeholders. * Communicate honestly and genuinely with all stakeholders, inviting them to share their opinions and helping clarify their concerns. This includes showing respect for each stakeholder and taking their concerns seriously, even if you disagree with the positions some stakeholders are taking. * Moderate communication between stakeholders, such as through the use of meeting facilitation skills. * Critically evaluate the different perspectives that are held or ideas shared, and consider options for compromise or negotiation. * Make changes to policy initiatives where these are appropriate to the policy issue and consistent with the practice’s legal and ethical responsibilities.   This question requires students to apply knowledge gained throughout this section of the Study Guide. |

SECTION 3

DRAFTING POLICIES

Drafting a Policy Document

3.1 How can practice managers write policies so that they provide clarity for staff? Identify three (3) things a practice manager **should** do to write policies in plain language and why these strategies are important to the effectiveness of policies. (Your response should be approximately 70 words.)

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| Student’s response must demonstrate understanding of clarity in policy writing, including the need for plain language.  Responses will vary but must reflect principles of effective policy writing in plain language, such as:   * Thinking about the about the reader – knowing who they are writing for and why, and writing for the reader. * Organising the information, e.g., using signposts, using clear paragraphs, and keeping documents as short as possible. * Writing content using everyday terms, short sentences, the active voice, removing unnecessary words and phrases, etc. * Testing documents with readers.   Reasons for these strategies include that plain language:   * documents are easily understandable by most adults and many younger people. * structures relevant information in the right order helps people find information quickly * saves time and money, and avoids misunderstandings. * increases the chances that everyone will understand the message. * makes it easier for people to make informed judgements, including about their rights and responsibilities. * instructions in plain English are easier for staff to understand and follow. * Provides clarity which shows respect and consideration for your reader, which can help build better relationships.   Clarity and plain language are covered in the Study Guide and Reading G. |

3.2 Write a philosophy statement for an allied health organisation then explain how this philosophy statement would guide your policy initiative development. (Your response should be approximately 50 words.)

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| Student’s response must demonstrate understanding of practice philosophy and its role in policy development.  Example response:  *We inspire positive changes and encourage health empowerment. This philosophy would influence policy development by reminding policy developers that policies relating to client treatment, communication, and staff behaviour all need to promote behaviour that is consistent with positivity and empowerment.*  Practice philosophies and their impacts are discussed in the Study Guide. |

3.3 I am developing a new policy to assist staff in understanding their responsibilities for documenting and reporting suspected or confirmed domestic and family violence (DFV and, in particular, child abuse or other risks to children. The policy specifies appropriate processes to undertake when they suspect abuse, including the need to report these to the Practice Manager and to (with the Manager’s support) use relevant processes in order to determine whether a report to the child welfare authority in our state is warranted. I am concerned that some staff are not familiar with the range of forms of child abuse or relevant risk indicators, and that some may be hesitant to raise suspicions for fear that they will be causing trouble for non-abusive families. What are two (2) forms of supporting information I could share with my staff as we implement this policy initiative? How do you think these will be helpful? (Your response should be approximately 70 words.)

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| Student’s response must demonstrate the ability to identify supporting information requirements and develop ideas to meet these requirements.  Relevant document types include:   * Information-sheets on DFV and/or child abuse produced by authoritative bodies. * Informational posters on DFV and/or child abuse produced by authoritative bodies to be hung in staff areas. * Training resources regarding identification and responses to DFV/child abuse. * Research articles relating to identification and responses to DFV/child abuse in healthcare. * A flow-chart summarising decision points and steps staff need to take.   Example response:  *I would develop a flow-chart showing the actions staff should take in relation to suspected or disclosed abuse, including information on where they can access tools to help them determine whether the risk meets thresholds for reporting. I would also share information from Child Family Community Australia regarding mandatory and other reporting responsibilities in relation to child abuse in our state.*  Supporting information is covered in the Study Guide. |

3.4 Practice Manager Brian has had complaints from staff regarding a lack of clarity about behavioural expectations in relation to workplace communication. In particular, two staff have reported behaviour from a manager that Brian believes may constitute bullying, but there is no information in their human resources (HR) policies to help staff identify problem behaviours and seek management support in having these problems addressed. In response, he drafts a new workplace behaviour policy covering issues such as bullying, sexual harassment, and other forms of inappropriate behaviour.

a) Brian writes a policy statement, scope of policy, and set of procedures. What are three (3) further sections you think Brian should include in his policy? Briefly explain why you have suggested each additional section. (Your response should be approximately 50 words.)

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| Student’s response must demonstrate the ability to select appropriate policy formats or structures.  Responses will vary but must include and justify the use of at least three of:   * Rationale/purpose/background: reason for issuing policy and desired effect/outcome. * Date of ratification: required for clarity on when the policy comes into effect. * Definitions: providing clear and unambiguous definitions for terms and concepts in the document. * Responsibilities: List of key roles with specific responsibilities under the policy. * Date of review: providing timely deadline for reviewing and updating as appropriate.   Covered throughout Section 2. |

b) Brian knows this is a serious matter so he has it ratified as quickly as possible then sends an email to staff to tell them the new policy is now in effect and they need to abide by it. What are some weaknesses in Brian’s policy development process? What are two (2) things you would have done differently to make the implementation process more likely to be effective? (You response should be approximately 70 words.)

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| Student’s response must demonstrate understanding of implementation considerations and processes and the ability to develop appropriate steps to support implementation.  Responses will vary but should include at least two steps consistent with the following:   * Providing staff with information include a clearly stated testing and feedback period with time for thorough testing of policy implementation and identification of any issues and problem-solving regarding those issues prior to finalising the policy details. * Engaging with stakeholders throughout the implementation process. * Establishing methods for communicating throughout this process, including giving updates on testing and feedback, and the final outcomes, including ratified policies as they are released and go into effect. * Development and distribution of informational resources so that stakeholders have the information they need in order to implement the policy.   Covered throughout this unit. |

Integrating your knowledge

The following questions require you to draw on the knowledge and skills gained throughout Sections 1, 2 and 3 of the Study Guide, and your exploration of relevant resources such as those linked to throughout the unit.

3.7 Imagine you are undertaking the policy development discussed through Question 2.6:

You are managing a small allied health practice. Your clinical staff includes part-time staff (a mental health social worker, a behavioural support practitioner, an audiologist, two occupational therapists, and a speech pathologist), and a full-time physiotherapist. Your administrative staff include a full time administration officer, a part-time administration worker, a casual receptionist, and a part-time finance officer. Most of your practice clients have chronic disease management plans or NDIS funding for allied health services. You are aware that your clinic has some Indigenous clients but do not systematically collect data on client demographics or use methods for gathering information from your diverse client group. Your practice has no policies or strategies for cultural safety or responsiveness in relation to work with Aboriginal and Torres Strait Islander people.

Having now researched and consulted on the need for a policy to guide culturally safe and responsive practice with Aboriginal and Torres Strait Islander people, you are ready to start drafting the policy.

a) Write a background statement. (Your response should be approximately 50 words.)

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| Student’s response must demonstrate ability to use policy structures by drafting an appropriate background statement.  Example response:  *Aboriginal and Torres Strait Islander people face significant barriers to effective and culturally appropriate healthcare, with associated health gaps between Indigenous and non-Indigenous Australians. Healthcare providers have a responsibility to develop practices to address health inequities.*  This question requires students to apply knowledge gained throughout the Study Guide and Readings thus far. |

b) Write a rationale or purpose statement. (Your response should be approximately 50 words.)

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| Cultural safety describes a state, where people are enabled and feel they can access health care that suits their needs, are able to challenge personal or institutional racism levels (when they experience it), establish trust in services and expect effective, quality care. |

c) Write clear definitions for each of the following to include in your policy.

* 1. Cultural safety. (Your response should be approximately 50 words.)

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| Student’s response must demonstrate an understanding of this industry policy trend by providing an accurate definition.  Responses will vary in wording but should reflect the definition provided in Reading I:  *Cultural safety describes a state, where people are enabled and feel they can access health care that suits their needs, are able to challenge personal or institutional racism levels (when they experience it), establish trust in services and expect effective, quality care…* *it is essentially about being open-minded and flexible in attitudes towards others.*  This question requires students to apply knowledge gained throughout the Study Guide and Readings thus far. |

* 1. Cultural responsiveness. (Your response should be approximately 70 words.)

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| Student’s response must demonstrate an understanding of this industry policy trend by providing an accurate definition.  Responses will vary in wording but should reflect the definition provided in Reading I:  *It is a negotiated process of what constitutes culturally safe health care as decided by the recipient of that care. It is about the centrality of culture and how that shapes each individual, their worldviews, values, beliefs, attitudes, and interactions with others. It requires strengths-based approaches and recognises that if culture is not factored into health care and treatment, the quality and probable impact of that care and treatment is likely to be diminished.*  OR a response indicating the integration of the six aspects of the IAHA’s framework (respect for the centrality of culture, responsibility/accountability, self-awareness, inclusive engagement, proactivity, and leadership).  This question requires students to apply knowledge gained throughout the Study Guide and Readings thus far. |

d) How are the ideas of cultural safety and responsiveness related to the central values, philosophies, and purposes of allied health? (Your response should be approximately 70 words.)

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| Student’s response must demonstrate their understanding of the connections between policy initiatives and the organisational context.  Responses will vary but must be appropriate to the context.  Example response:  *The values, philosophies, and purposes of allied health practices relate to facilitating good health and functioning. These are aligned with cultural responsiveness and safety, which are about providing health services that are ethical and effective. They also have overlapping values with allied health, like respecting individuals, providing person-centred care, and taking a holistic view of people.*  This question requires students to apply knowledge gained throughout the Study Guide and Readings thus far. |

e) Select one aspect of culturally responsive practice that you can develop a procedure around. Give your procedure a name and list four or five (4-5) specific actions that staff (either all or specific staff members) can take to integrate this aspect of cultural responsiveness into their approach(es) to work. (Your response should be approximately 150 words.)

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| Student’s response must demonstrate their ability to draft relevant procedures that are responsive to practice contexts, community needs, and professional standards.  Responses will vary but must be appropriate to the context.  Example response:  *Culturally responsive leadership procedure*  *Staff in management positions are responsible for enacting culturally responsive practices in their leadership. They are to lead by example, showing their staff culturally sensitive and responsive actions in the workplace. This includes:*   * *Using inclusive and culturally appropriate language* * *Sharing information about cultural responsiveness with their teams/staff and providing corrective advice when staff act in culturally unsafe ways.* * *Ensure that all staff complete one training or other professional development activity delivered by an Indigenous organisation each year, with the opportunity and outcomes documented in the Staff Professional Development R.* * *Regularly consulting with Aboriginal and Torres Strait Islanders and enacting their suggestions for improving the cultural safety of our practice, such as in the development of policies, protocols, and practices.*   This question requires students to apply knowledge gained throughout the Study Guide and Readings thus far.  Note that many steps are presented in Reading I and students are to be marked NYC if they copy such steps. |

f) Develop a plan for implementing your new policy. What are three key steps you will take and what timeframes do you think will be appropriate for each? (Your response should be approximately 70 words.)

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| Student’s response must demonstrate their ability to develop a plan for implementing their policy initiative.  Responses will vary but must be appropriate to the context and may include:   * A clearly stated testing and feedback period. This includes ensuring that there is sufficient time for thorough testing of policy implementation and identification of any issues, as well as problem-solving regarding those issues prior to finalising the policy details. * The details of all stakeholders to be involved in this process – stakeholder mapping – including are you will involve them and how they can provide feedback to you. * Any resources that you need to acquire or develop to support the process and how you will acquire or develop them. This may include informational resources, but could also include physical resources, such as new clinical or administrative hardware; software, such as a new record-keeping or administrative programs; or training resources to up-skill people within the scope of the policy to carry out their responsibilities. * Methods for communicating throughout this process, including giving updates on testing and feedback, and the final outcomes, including ratified policies as they are released and go into effect.   This question requires students to apply knowledge gained throughout the Study Guide and Readings thus far. |

SECTION 4

TESTING AND IMPLEMENTING POLICY INITIATIVES

Testing Draft Policies

4.1 Why is testing draft policies important? What are its aims? (Your response should be approximately 40 words.)

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| Student’s response must demonstrate understanding of testing, specifically reflecting that testing is intended to identify issues with the draft policy that can be addressed prior to ratification/implementation. |

4.2 Who should be involved in testing policies? (Your response should be approximately 40 words.)

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| Student’s response must demonstrate understanding of testing requirements, specifically the people who should be involved in/consulted during testing.  Responses may vary but should reflect the following:   * Key stakeholders/the same stakeholders and consultation practices identified earlier in the policy development process. * Staff and managers who enact aspects of the policy. * Where policies affect practice clients, those clients or representative groups. |

4.3 What does a trial period involve? (Your response should be approximately 30 words.)

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| Student’s response must demonstrate understanding of policy testing processes, specifically trial periods.  Responses will vary but must reflect:  *The draft policy will be implemented and any changes that could make it more effective should be identified and integrated into the final draft of the policy.* |

4.4 What does hypothetical testing involved? (Your response should be approximately 30 words.)

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| Student’s response must demonstrate understanding of policy testing processes, specifically testing via hypothetical scenarios.  Responses will vary but must reflect:  *Discussing with a group of staff and managers scenarios in which the policy would need to be applied, then working through the policy to see whether there are issues.* |

Formally Proposing Your Policy Initiative

4.5 How might a Practice Manager go about formally putting their policy initiative forward for approval? What should they do to increase the chances of gaining approval? (Your response should be approximately 50 words.)

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| Student’s response must demonstrate understanding of approval processes.  Relevant strategies include:   * Presenting the draft to the decision-making body. * Providing supporting documentation/information. * Making an argument for the initiative based on professional/community standards, legal responsibilities, ethical principles, addressing needs, or improving the efficiency or effectiveness of the practice. * Following the organisation’s established method for proposing policy changes. |

4.6 What does it mean to say that a policy has been ratified? (Your response should be approximately 30 words.)

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| Student’s response must demonstrate understanding of approval processes, specifically by indicating that ratification is a formal process by which the decision-making body agrees to adopt the policy as binding guidance for the practice, with failures to follow the policy subject to corrective action and, potentially, disciplinary processes. |

Implementing Your Approved Policy Initiative

4.7 What are the key factors you must address when planning for the roll-out of a policy once it has been ratified?

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| Student’s response must demonstrate understanding of enactment/implementation processes.  Responses will vary but must cover steps that adequately inform and resource staff to enact the policy.  Relevant considerations include:   * How all stakeholders, and particularly those with responsibilities under the policy, will be notified of the ratification and provided with sufficient guidance to meet their responsibilities. * What training needs are present and how these will be addressed. * How staff and managers will be regularly reminded about the policy and the behavioural expectations it involves. * How breaches of the policy will be identified and dealt with. |

Integrating your knowledge

The following questions require you to draw on the knowledge and skills gained throughout the Study Guide, and your exploration of relevant resources such as those linked to throughout the unit.

4.8. In Section 3 of the Study Guide, you saw a very brief *Recruitment Policy:*

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| *{Business Name} recognises a robust and professional approach to recruitment and selection helps us to attract and appoint individuals with the necessary skills and attributes to fulfil our aims and support our business goals.*  *All appointments should be made on the Principle of Merit, compliance with all relevant Federal and State Legislation and adherence to this policy and related processes.*  *Our Business recruits people via the following methods:*   * *Internal* * *External* * *Employee Referred* |

Imagine you were the person who had developed this policy and, during testing, you received the following feedback from your stakeholders:

* *The policy is lacking essential information. I don’t know what I’m supposed to do to actually take a ‘robust and professional approach to recruitment’.*
* *There is no commitment to inclusivity in this policy. I think we should have a commitment to recognising the value of diversity among staff and a procedure for encouraging diverse applicants to apply.*
* *What selection processes are used to choose between applicants? Is this what you mean what you say “appointments should be made on the principle of merit”?*
* *What are ‘internal’ and ‘external’ and ‘employee referred’ methods? How do they work?*
* *What is the legislation we need to comply with?*

Select one piece of feedback and describe how you would change this policy document to address the issue raised. (Your response should be approximately 30 words.)

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| Student’s response must demonstrate an ability to modify policies appropriately in response to consultation.  Responses will vary but should include adding additional and clarifying information.  Example response:  *I would add a definition of ‘principle of merit’ and a procedure that guides staff in using the principle of merit when considering applications and making recruitment decisions.*  This question requires students to apply knowledge gained throughout this unit; particularly relevant material is covered throughout this section of the Study Guide. |

4.9 Imagine you are the Practice Manager in the scenario described in questions 2.6 and 3.5.

a) You are now ready to test your drafted cultural responsiveness policy. How will you do this policy? Outline an appropriate process, including who will be involved and how you will identify any problems to be addressed in the final draft. (Your response should be approximately 100 words.)

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| Student’s response must demonstrate the ability to effectively test and modify policies.  Responses may vary but must include:   * An appropriate and viable plan for testing the policy. * Effective consultation and feedback mechanisms.   Example response:  *I will gather a group with representatives of clinical, administration, and management staff of the organisation, as well as at least one external consultant who is an Indigenous person or associated with an Indigenous organisation. We will critically review the policy. I will present hypothetical situations and we will work through the guidance in the policy that could help staff make decisions about what to do. I will also set a trial period where all staff will be expected to follow the policy, starting with an all-staff meeting where I will present the policy and share resources from Indigenous allied health organisations to help staff understand the requirements.* |

b) How will you engage internal and external stakeholders and get their feedback on the draft policy? (Your response should be approximately 80 words.)

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| Student’s response must demonstrate the ability to effectively manage consultation in testing and implementation phases.  Example response:  *I will set up multiple methods for consultation and feedback. Staff will be consulted during all-staff and team meetings and in individual supervision meetings with senior practitioners/ managers. External consultants will be invited to meet with me individually or as a group, call me, or email/post their feedback, but I will also invite them to suggest consultation mechanisms that would suit them and do my best to adapt to their preferences.* |

c) Identify one key group of internal stakeholders/consultants and one key group of external stakeholders/consultants (these may be groups you identified in response to question 2.6). For each group, list two (2) questions about your draft policy that you would like their responses to. Focus on questions that will help you take their unique perspectives and identify issues you may not have been able to identify alone.

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| Student’s response must demonstrate the ability to effectively gather relevant feedback during consultation.  Example response:  *Internal stakeholders – clinical staff: What is unclear in this draft? What could I change to make this draft more useful to you?*  *External stakeholders – Indigenous organisation: Are there aspects of the draft that you think could be more culturally appropriate? Do you think there is anything that should be in the draft that isn’t?* |

d) Having tested your policy and modified in it response to feedback, you are ready to present it for approval. Write an email that you could send to the decision making body, along with the policy draft, explaining why you think a cultural responsiveness policy is important for the organisation and the benefits you think your policy will bring. (Your response should be 150-200 words.)

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| Student’s response must demonstrate the ability to effectively present a policy proposal.  The response must:   * Be professionally written. * Effectively argue for the policy proposal.   Examples of effective arguments are provided through Sections 3 and 4 of the Study Guide and relevant Readings. |

e) Assuming your policy is ratified, do you think it can be implemented immediately or will staff need a longer notice period in order to make sure they can act in accordance with the policy? Justify your response. (Your response should be approximately 50 words.)

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| Student’s response must demonstrate the ability to effectively plan implementation with specific reference to staff requirements.  The response is not required to either state the initiative can be immediately rolled-out or must be delayed; rather the student must show that they have come to a decision on the basis of clear and appropriate reflections.  For example a policy may be sufficiently simple, clear, and consistent with existing organisational practice/culture that staff can be reasonably expected to enact it immediately; alternatively, staff may require additional training, time to reflect on information, or time to practice new skills, so the roll-out of the policy will need to account for days or weeks of preparation. |

f) Your policy is approved and must now be implemented. Draft an email to send to all staff regarding the policy update, making sure that the purpose of the policy is clear and shows how the policy is relevant to the work of the practice. In your email, include the web address for at least one resource that you think will help staff members better understand why this policy is being rolled out. (Your response should be 150-200 words.)

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| Student’s response must demonstrate the ability to effectively communicate to facilitate implementation and share useful resources.  Responses will vary but must:   * Be professionally written. * Provide clear detail about implementation. * Include a link to a relevant, informative, and professionally appropriate resource.   Examples of the kinds of details and resources appropriate to this communication are provided throughout the unit. |

g) What other strategies will you use to help staff understand and implement the policy effectively?

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| Student’s response must demonstrate the ability to effectively facilitate implementation using a variety of strategies.  Responses will vary but must include at least two relevant strategies, such as:   * Providing group or one-to-one training. * Placing informational posters or other resources throughout the practice. * Sharing flowcharts or other graphics demonstrating appropriate practices/processes. * Emailing staff informative and engaging videos or other online resources. * Engaging in group reflective discussions. * Visiting with each team to discuss implementation within their specific area of work.   Examples of the kinds of details and resources appropriate to this communication are provided throughout the unit. |

h) Develop a plan for reviewing and evaluating the policy’s implementation. What are three (3) questions you would seek to have answered through this process? What will you do to find the answers to these questions? (Your response should be approximately 100 words.)

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| Student’s response must demonstrate the ability to effectively evaluate policy implementation.  Responses will vary but must include at least three relevant questions; examples include:   * *What went well in implementation?* * *What could be improved?* * *How could I have made the policy requirements clearer?* * *What further resources would be useful to support this policy?* * *What lessons will help me improve my policy development processes in future?* * *How have my internal stakeholders found implementing the policy?* * *What feedback have my external stakeholders provided that I could use to improve this and/or future policies?*   Responses must also include appropriate methods to answer these questions; examples include:   * Individual meetings with stakeholders. * Groups meetings with stakeholders. * Feedback forms/boxes in the practice. * Online surveys. * Emails inviting feedback. * Sharing information about responses to feedback. |

i) Write a brief report (approximately 400 words) reflecting on the policy development process you have undertaken. In your report, make sure you highlight key learnings from this process that you will use to inform your future policy development projects. You may like to use the report template in the case study on pages 64-65 of your Study Guide or a report format from your own work or research. You may invent critical feedback or issues identified during testing/implementation for the purposes of demonstrating your report-writing ability.

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| Student’s response must demonstrate an ability to develop a report on policy implementation and evaluation.  Responses will vary but must be appropriate to the scenario and report-writing practice. |