West Moreton Health

Engagement and Partner Strategy

2018-19
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Executive summary

The West Moreton Health Engagement and Partner Strategy 2018-2019 outlines the strategic intent, brand positioning and communications objectives for our target audiences and partners.

Our Engagement Framework has the following objectives:

- Engage with stakeholders and partners in meaningful ways about issues that affect them
- Engender community trust in the services we provide
- Engage with staff, including our clinicians, to improve patient outcomes
- Strengthen partnerships to transform and improve the care we provide
- Enhance our reputation as a hospital and health service that works in partnership to provide the best possible care to our local communities.

This Engagement and Partner Strategy outlines strategic engagement and communication objectives; how this will be conducted with key audiences and partners; who is responsible for meeting the objectives and by when; and how success will be measured.

The Engagement and Partner Strategy supports the West Moreton Health Strategic Plan 2017-2021 which is committed to:

- Person-centred care
- Caring for our teams
- Interconnected care
- Better care.

We are committed to co-design with partners, our consumers and community, and staff to develop services, programs and a change agenda for the health benefit of West Moreton people. This commitment is expressed at West Moreton as Caring Better Together. Through partnering we will work with others to positively impact the health outcomes of all our people, including advocating for partnership approaches which consider the social determinants which impact on long-term health and wellbeing.

The Engagement and Partner Strategy encompasses internal engagement with our staff, and external engagement with consumers, the community and our partners.

The model for engagement is based on the International Association for Public Participation (IAP2) model to ensure best practice engagement (see West Moreton Engagement Framework, Appendix 1). The model for engagement will also ensure West Moreton Health exceeds the National Safety and Quality Health Service Standards for consumer and clinician engagement.
A. Overall approach

1. Strategic engagement and communication objectives

- Position West Moreton Health as *Caring Better Together* – working with staff and partners to provide excellent care to the West Moreton region
- Position West Moreton Health as the recognised expert in clinical health matters for this region
- Through partnering, positively impact the health outcomes of the West Moreton community through a co-ordinated approach
- Build engagement with consumers and the wider community
- Build an engaged, positive workforce that is supported at work and motivated to take responsibility as individuals and teams to fulfil the West Moreton Health vision
- Support delivery of West Moreton Health’s transition to a tertiary service
- Build West Moreton Health’s research profile and linkages with research partners to impact the health and wellbeing of our community and the wider community.

2. West Moreton Health positioning and brand

West Moreton Health’s positioning statement is *Caring Better Together*. This is a ‘brand promise’ which recognises that West Moreton Health’s success depends on partnering with our staff, consumers, community and other partners. We are greater than the sum of our parts.

The brand positioning was developed following consultation with staff, community members and partners.

*Caring Better Together* reflects a promise to deliver better services to our patients and communities based on connecting our resources and expertise. It underscores the value we place on relationships and partnerships both within the organisation and with communities, government and the private sector. It reflects the aspirational goal of continuous improvement and ambition to foster better care.

In 2018, West Moreton Health launches its new brand guidelines to refresh our branding, define who we are and articulate our main brand elements. Our visual identity is the West Moreton Health “namestyle” which is used in conjunction with the Queensland Government logo.

The West Moreton Health “Connecting Hands” graphic device symbolises the character and connection of the organisation to the diverse communities of the West Moreton region as a health provider.

The extended hand is a universal symbol of a request for assistance, help or care. The symbol of the two hands connecting communicates this care in action. It makes plain that West Moreton Health exists to provide local care to its local communities – care within reach.
## Brand Family

West Moreton Health is the ‘parent’ brand (namestyle used with Queensland Government logo)

<table>
<thead>
<tr>
<th>Brand Family</th>
<th>Logo</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Moreton Health</td>
<td><img src="image1" alt="West Moreton Health Logo" /></td>
</tr>
<tr>
<td>Boonah Health (sample of regional and rural service providers)</td>
<td><img src="image2" alt="Boonah Health Logo" /></td>
</tr>
<tr>
<td>Mental Health and Specialised Services (and subsidiaries)</td>
<td><img src="image3" alt="Mental Health &amp; Specialised Services Logo" /></td>
</tr>
<tr>
<td>Nursing and Midwifery / Medical Services / Allied Health / Research</td>
<td><img src="image4" alt="Nursing &amp; Midwifery Logo" /></td>
</tr>
<tr>
<td>Digital Health and ieMR implementation</td>
<td><img src="image5" alt="Digital Health &amp; ieMR Logo" /></td>
</tr>
<tr>
<td>Master Plan</td>
<td><img src="image6" alt="Masterplan Logo" /></td>
</tr>
</tbody>
</table>
3. Stakeholders/audiences

**West Moreton internal stakeholders**

- West Moreton Board
- Staff (clinicians and non-clinicians)
- Visiting Medical Officers (VMOs)
- Internal consumer groups, including consumer advisory group and Indigenous consumer advisory group, community reference groups
- Ipswich Hospital Foundation

**West Moreton external stakeholders**

- Consumers: families, carers and patients; frequent attendees and families
- External healthcare partners
- Community
- Relevant State Government agencies and State Members of Parliament
- Relevant local government work units, and elected representatives
- Health equity partners (those who have an influence on and/or interest in the social determinants of health), including Primary Health Networks and NGOs
- Aboriginal and Torres Strait Islander consumers and advocacy groups
- Peak Bodies and Industry Associations
- Foundations, clubs, charities
- Research, education and training bodies
- Business/suppliers/developers
- Unions
- Commonwealth agencies
- Media
4. Partnership Strategy

Our Partnership Strategy sets out how we will engage with each stakeholder segment to achieve our shared agenda. This aligns with our Strategic Plan 2017-2021 which focuses on 12 priorities under person-centred care; caring for our teams, interconnected care and better care.

<table>
<thead>
<tr>
<th>Person-centred care</th>
<th>Caring for our teams</th>
<th>Interconnected care</th>
<th>Better care</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Listen to, involve and empower our patients, consumers and their families in everything we do.</strong></td>
<td><strong>Inspire a workplace where staff, volunteers and partners can thrive and contributions are valued.</strong></td>
<td><strong>Champion integrated health care and grow our own services.</strong></td>
<td><strong>Deliver better care through evidence, innovation and research.</strong></td>
</tr>
<tr>
<td><strong>Engage consumers and the community in consultation processes meaningfully.</strong></td>
<td><strong>Demonstrating leadership through Board and Executive support of our staff</strong>&lt;br&gt;<strong>Encouraging a learning culture.</strong>&lt;br&gt;<strong>Celebrating our successes widely.</strong>&lt;br&gt;<strong>Addressing challenging issues quickly and transparently.</strong></td>
<td><strong>Identify new partners where we identify needs.</strong>&lt;br&gt;<strong>Improve collaboration between clinical and non-clinical units of West Moreton Health.</strong>&lt;br&gt;<strong>Embrace new health technologies.</strong></td>
<td><strong>Constantly improve our ability to deliver safe, reliable services.</strong>&lt;br&gt;<strong>Finalise the West Moreton Health Master Plan.</strong>&lt;br&gt;<strong>Develop a strategy for West Moreton Health’s transition to tertiary service provision.</strong>&lt;br&gt;<strong>Strengthen research capability.</strong></td>
</tr>
<tr>
<td><strong>Ensure consumer, including Indigenous, representation in West Moreton governance arrangements.</strong>&lt;br&gt;<strong>Engage community members meaningfully in planning and consultation activities.</strong>&lt;br&gt;<strong>Establish a framework to develop culturally centred care to improve access and engagement for our diverse community.</strong>&lt;br&gt;<strong>Involve consumers in decision-making about our clinical practices.</strong>&lt;br&gt;<strong>Maximise uptake of MeCare and Telehealth.</strong></td>
<td><strong>Proudly promoting West Moreton Health’s values to external partners and community.</strong>&lt;br&gt;<strong>Sharing our successes and failures with external partners openly so we can learn from and teach others.</strong>&lt;br&gt;<strong>Partner with tertiary institutions to provide the best education, training and professional development.</strong></td>
<td><strong>Actively engage with our health and wellbeing partners to provide co-ordinated care</strong>&lt;br&gt;<strong>Actively engage with agencies who can influence the health agenda.</strong></td>
<td><strong>Position West Moreton Health with key stakeholders as a provider of excellent care.</strong>&lt;br&gt;<strong>Engage with partners to deliver the Master Plan.</strong>&lt;br&gt;<strong>Communicate the Master Plan vision.</strong></td>
</tr>
</tbody>
</table>

**WE WILL ACHIEVE OUR PARTNER PLAN BY:**
5. Key messages

Overarching

- We have an exciting vision for the future and are prepared for the expected doubling of our population over the next 20 years with a bold Master Plan to deliver the care our community needs.
- West Moreton provides safe, reliable, patient-centred care for the people of the West Moreton community.
- We work with consumers and partners to make sure that care is appropriate and can be delivered in the best possible setting, whether at West Moreton Health, in a community setting or at home.
- We are transforming how we deliver care by constantly improving the way we work.
- Our workplace is a place where staff thrive, are valued for their contributions and care for one another.
- We are committed to co-design with partners, our consumers and community, and staff to develop services, programs and a change agenda for the health benefit of West Moreton people. This commitment is expressed at West Moreton as Caring Better Together.

Partnership approach

- West Moreton works in partnership with stakeholders and partners across the health and wider continuum to improve health outcomes for the West Moreton community.
- We will deliver on our strategic priorities with the support of our partners and wider community.
- Through partnering we will work with others to positively impact on the health outcomes of the West Moreton community, including advocating for partnership approaches which consider the social determinants which impact on long-term health and wellbeing.
- To address new challenges, we will seek out new partnerships and work with existing partners in new ways so that we have a co-ordinated approach to improving wellness and health in this community.

Mental Health and Specialised Services

- Mental Health and Specialised Services provides mental health and other services to people of all ages at varying stages of mental illness. The Park Centre for Mental Health is the state's leading tertiary mental health facility.
- We are committed to innovation to continuously improve our care.
- We host Queensland’s leading mental health research facility, the Queensland Centre for Mental Health Research, and the Queensland Centre for Mental Health Learning. Their research leadership is showing the way for mental health providers across Australia.

Research

- West Moreton Health is a leader in research on the health and wellbeing issues that will make a difference to this community.
- We are setting up a Population Health Research Institute with the University of Southern Queensland to focus on translating research into practice.
- We are developing research partnerships that will help us advance policy and health outcomes in areas such as obesity, heart-related hospital admissions, and the life expectancy gap between West Moreton’s Indigenous and non-Indigenous people.
- West Moreton Health will work actively with its partners, government and non-government, to secure the funding we need to achieve research breakthroughs which can be translated into practical health outcomes.
6. Board/Executive engagement and Events

The West Moreton Board and Chief Executive HSCE) have important roles to play in engaging with staff, the community and our partners to ensure our Strategic Plan is supported and achieved.

The strategies and tactics set out in this Engagement and Partner Strategy take West Moreton from a reactive to proactive mode of engagement. The approach includes developing new partnerships to communicate new priorities; face to face engagement as much as possible; and use of digital channels to increase reach of our messaging.

West Moreton Health will use attendance at, or hold major events, to promote our role as the recognised expert in clinical health matters, and the place all community and other organisations come to for evidence based advice they can trust. In addition to these major events, the Board will play a strong role in internal engagement by regular attendance at events such as orientation days; staff forums; clinical directors’ meetings and key committees. Below is a summary of key annual external and internal events.

Key external and internal events

<table>
<thead>
<tr>
<th>Key events</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closing the Gap Day</td>
<td>15 March</td>
</tr>
<tr>
<td>Clinical Excellence Showcase</td>
<td>19-20 April</td>
</tr>
<tr>
<td>Flu season readiness</td>
<td>April-August</td>
</tr>
<tr>
<td>ANZAC Day</td>
<td>25 April</td>
</tr>
<tr>
<td>International Nursing and Midwifery Day</td>
<td>5 May 11 May</td>
</tr>
<tr>
<td>E-health Expo</td>
<td>June</td>
</tr>
<tr>
<td>Patient Experience Week</td>
<td>June</td>
</tr>
<tr>
<td>West Moreton Excellence Awards</td>
<td>1 August</td>
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<tr>
<td>Donate Life Week / Dying to Know Day</td>
<td>August</td>
</tr>
<tr>
<td>Ambulance Week</td>
<td>Sept</td>
</tr>
<tr>
<td>Research Week</td>
<td>Sept</td>
</tr>
<tr>
<td>Mental Health Week</td>
<td>October</td>
</tr>
<tr>
<td>Research Week</td>
<td>November</td>
</tr>
<tr>
<td>Key events</td>
<td>Date</td>
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<td>----------------------------------------------</td>
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</tr>
<tr>
<td>Premier’s Awards</td>
<td>November</td>
</tr>
<tr>
<td>Queensland Health awards for excellence</td>
<td>December</td>
</tr>
<tr>
<td>Christmas</td>
<td>December</td>
</tr>
</tbody>
</table>
B. Internal communication and clinician engagement

7. Internal communication objectives

Effective internal communication and clinician engagement is critical to the success of our Strategic Plan and is underpinned by our principle of supporting staff to be their best, and to value everyone’s contribution to providing the best care to patients. Internal communication supports the West Moreton People Plan which includes developing a positive workplace and a leadership pipeline of staff committed to growing and developing as West Moreton leaders.

Internal engagement

The internal engagement objectives, based on our strategic priorities and partnership approach include:

- Demonstrating leadership through Board and Executive support of our staff
- Encourage a learning culture
- Celebrate our successes widely
- Address challenging issues quickly and transparently
- Proudly promote West Moreton Health’s values to external partners and community
- Share our successes and failures with external partners openly so we can learn from and teach others
- Partner with tertiary institutions to provide the best education, training and professional development.

Clinician engagement

Clinician engagement is supported by the Executive Director Medical Services, Executive Director Nursing and Midwifery, Director of Allied Health, Executive Director Mental Health and Specialised Services and Executive Director Community and Rural.

Clinician engagement objectives:

- Support meaningful engagement to ensure safe, reliable care
  - Seek expert clinical input into improved patient safety
  - Involve clinicians in the planning, design, delivery and evaluation of services.

- Value-based services
  - Support design and implementation of innovative service delivery.

- Promote person-centred, better care
  - Actively engage clinicians to monitor and improve patient journey
  - Facilitate improved clinician-client communication and engagement
  - Involve and train clinicians in consumer and community engagement.

- Promote West Moreton Health as a great place to work
  - Promote the Leadership Pipeline for clinicians
  - Deliver high performance culture through strong visible leadership
  - Involve clinicians in development of clinician support networks
  - Opportunities for front line staff to drive change through innovation, improvement, and research.

- Exceed the National Safety and Quality Health Service Standards for consumer and clinician engagement.
8. Digital and print channels
- West Moreton Health intranet site and public-facing website
- Board Chair communique
- Chief Executive communications, including CE all staff emails
- Executive Director all-staff and service-level communications
- Internal e-newsletters targeted at professional groups
- Social media
- Microsoft teams (new digital channel authorised by Queensland Health)
- Print notices/lift signs
- Digital noticeboards for the public and staff, noticeboards
- Marketing collateral – screen savers, brochures, posters, fact sheets, digital presentations

9. Face-to face communication
- Staff forums
- CE and Executive rounding
- Catch-up with Kerrie – Chief Executive open door sessions
- Executive/Divisional director meetings and committee meetings
- Operational and team briefings
- Events
- Education workshops/seminars
- Consumer engagement committees, working groups

10. Internal communication methods

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Communication methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Moreton Health staff</td>
<td>West Moreton Health intranet, Board Chair communique, CE communications, including CE all staff emails, CE and Executive rounding, Executive/Divisional director meetings with staff, Executive Director communications, Operational and team briefings, All staff emails, Newsletter targeted at professional groups, All staff forums, West Moreton Health E-bulletin, Digital noticeboards for staff, noticeboards, Staff events, Education workshops/seminars, Celebratory events and social functions, Marketing collateral - screen savers, brochures, posters, fact sheets, digital presentations</td>
</tr>
<tr>
<td>Ipswich Hospital Foundation (includes volunteers)</td>
<td>All staff emails, West Moreton Health E-bulletin, Various marketing collateral screen savers, brochures, posters, fact sheets, digital presentations, Participation in WMH committees, co-design and planning workshops, e-newsletters</td>
</tr>
<tr>
<td>Internal consumer groups/partner organisations</td>
<td></td>
</tr>
</tbody>
</table>
11. Internal Engagement – Partner Strategy Matrix*

<table>
<thead>
<tr>
<th>Objective: Demonstrating leadership through Board and Executive support of our staff</th>
</tr>
</thead>
</table>
| **Tactics:** - Board chair and other Board members to attend key events as well as forums such as Clinical Directors’ meetings; Clinical Advisory Council and Safety and Quality committees once a quarter.  
- Board chair to attend orientation and staff forums regularly.  
- Invite clinicians to present to Board meetings regularly. |

<table>
<thead>
<tr>
<th>Objective: Encouraging a leadership culture</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tactics:</strong> Promote a collective leadership approach that grows leaders, establishes opportunities and clear pathways to involve our people in influencing decisions and shaping our future.</td>
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<table>
<thead>
<tr>
<th>Objective: Celebrating our people widely</th>
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</thead>
</table>
| **Tactics:** - Identify key annual events and use as a platform for a positive cultural shift using value focused communication and engagement delivery.  
- Professional and formal awards night event for staff recognition with a strong high-level presence; CE, Executive team, Board, DG.  
- Rollout of new WM Health branding to begin cultural shift and gain confidence in future planning and Caring Better Together. |

<table>
<thead>
<tr>
<th>Objective: Addressing challenging issues quickly and transparently</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tactic:</strong> Develop open communication channels across West Moreton to discuss challenges and opportunities for improvement.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective: Proudly promoting West Moreton Health’s values to external partners and community</th>
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</thead>
<tbody>
<tr>
<td><strong>Tactic:</strong> Reflect West Moreton values in all external communication.</td>
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</table>

<table>
<thead>
<tr>
<th>Objective: Share our successes and failures with external partners so we can learn from and teach others</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tactic:</strong> Engage transparently with partners at external forums.</td>
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</table>

<table>
<thead>
<tr>
<th>Objective: Partner with tertiary institutions to provide the best education, training and professional developments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tactic:</strong> Further develop our relationships with tertiary institutions and providers to improve the quality and uptake of education and training.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective: Embracing digital health</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tactic:</strong> Engaging with staff, VMOs and consumers to sustainably implement iEMR by November 2018 (targeted Change Management and Engagement Plan to be developed).</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective: Communicating the Master Plan</th>
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</thead>
<tbody>
<tr>
<td><strong>Tactic:</strong> Develop a plan to provide ongoing communications and engagement support for Master Plan rollout and develop online materials to support Master Plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective: Developing support for transition to tertiary care</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tactic:</strong> Bi-monthly meetings with SPE to identify engagement opportunities, traditional and digital, attaching tangible actions to each priority.</td>
</tr>
</tbody>
</table>
C. External communication and consumer engagement

12. External communication and consumer engagement objectives

Effective external engagement and communication is critical to the success of our Strategic Plan and is underpinned by our Engagement Framework.

External engagement

The objectives include:

- Position West Moreton Health with key stakeholders as a provider of excellent care
- Actively engage with our health and wellbeing partners to provide co-ordinated care
- Actively engage with agencies who can influence the health agenda
- Engage with partners to communicate and deliver the Master Plan
- Promote West Moreton Health’s transition to tertiary service provision
- Strengthen research capability.

Consumer and community engagement

The objectives are:

- Improve consumer/carer and community access to health and wellbeing support
- Ensure consumer, including Indigenous, representation in West Moreton governance arrangements
- Engage community members meaningfully in planning and consultation activities
- Establish a framework to develop culturally centred care to improve access and engagement for our diverse community
- Involve consumers in decision-making about our clinical practices and to ensure co-design of services
- Identify relevant health information and health support needs to inform health literacy
- Exceed the National Safety and Quality Health Service Standards for consumer and clinician engagement.

13. Digital and print channels

- West Moreton Health website
- Social media
- Media
- Caring Better Together consumer e-newsletter
- Education events
- Advertising
- Consumer resources (brochures, fact sheets, banners, digital presentations)
- Letters
- SMS messages
- Apps
- Digital screens (Ipswich Hospital entry points and departments/outpatient areas)
- Digital noticeboards
- Signage and pull-up banners.
14. **Face-to-face communication**

- Events
- Board community update meetings
- Media events/press conferences
- Arts performances
- Education workshops/seminars
- Consumer participation and input in committees, working groups such as Master Plan
- Community celebrations
- Clinician education sessions

15. **External communication methods**

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Communication methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community members, partners</td>
<td>West Moreton Health website</td>
</tr>
<tr>
<td>Community members, partners</td>
<td>Social media platforms</td>
</tr>
</tbody>
</table>
| Media outlets, community, partners | Media coverage  
| | Media engagement |
| Schools, community groups | Engage with community arts groups and Education Queensland, Catholic Education and Independent Schools Queensland and individual school to involve in performance initiatives at West Moreton Health sites |
| Community members, partners | Board Community updates:  
| | • Strategic stakeholder update (face to face)  
| | • Community update (*Caring Better Together* e-newsletter) |
| Patients and families; guests for in-house events | Consumer resources (brochures, fact sheets, banners, digital presentations) |
| External stakeholder Staff | Education workshops/seminars/committees |
## 16. External Engagement – Partner Strategy Matrix*

### Community and consumers

| Objective: Engaging consumers and the community in consultation processes meaningfully | Tactic: Regular consultation events, e.g. Community Reference Group meetings, morning teas, and focus groups. |
| Objective: Ensuring consumer, including Indigenous, representation in West Moreton governance arrangements | Tactic: Establish Indigenous and wider consumer West Moreton advisory bodies. |
| Objective: Establish a framework to develop culturally centred care to improve access and engagement for our diverse community | Tactics: - Establish who our people are and engage to identify appropriate cultural competencies  
- Establish multicultural partnership collaboratives to identify needs  
- Develop local framework to ensure safe practices. |
| Objective: Engaging community members meaningfully in planning and consultation activities | Tactic: Regular consultation events and new community e-newsletter in partnership with IHF. |
| Objective: Involving consumers in decision-making about our clinical practices | Tactic: Develop a Consumer Engagement Register which lists the interests and skills and set up training programs. |
| Objective: Proudly promoting West Moreton Health’s values to external partners and community | Tactic: Engage with community through media engagement and social media engagement. |
| Objective: Actively engaging with our health and wellbeing partners | Tactic: Communicate with the community via Ipswich Hospital Foundation channels. |
| Objective: Communicating the Master Plan | Tactic: Develop and execute a Master Plan communication strategy targeting consumers and community members. |
### Foundation, clubs and charities

**Objective:** Involve consumers in decision-making about our clinical practices  
**Tactic:** Engage with clubs about our strategic plan, master plan and priorities.

**Objective:** Proudly promote West Moreton Health's values to external partners and community  
**Tactic:** Sharing good news through e-newsletter and social media.

**Objective:** Actively engage with our health and wellbeing partners  
**Tactic:** Work more closely with the IHF and other clubs to promote health focused events.

**Objective:** Strategically engaging with partners to deliver and communicate the Master Plan  
**Tactic:** Develop and implement engagement strategy for Master Plan.

### Peak bodies, industry and business

**Objective:** Involve consumers in decision-making about our clinical practices  
**Tactic:** Involve Australian Medical Association of Queensland and Health Consumers Queensland in establishing consumer governance.

**Objective:** Proudly promote West Moreton Health's values to external partners and community  
**Tactic:** Attend peak body events and conferences to present and promote the best of West Moreton Health.

**Objective:** Actively engage with our health and wellbeing partners  
**Tactic:** Establish working relationships with identified peak bodies, industry and business groups.

**Objective:** Strategically engaging with partners to deliver and communicate the Master Plan  
**Tactic:** Engage with developers to ensure support for West Moreton Master Plan.
## Health providers

**Objective: Maximise uptake of MeCare and telehealth**

**Tactic:** Showcasing the return on investment (e.g., billing for case conferencing, etc) and speed of access to specialist skills for complex patients

**Objective: Proudly promote West Moreton Health’s values to external partners and community**

**Tactic:** Involve partners in WMHHS celebration events, e.g., Staff awards.

**Objective: Actively engaging with our health and wellbeing partners to provide co-ordinated care**

**Tactics:**
- Establish patient and referral pathways for care through Nurse Navigators
- Establish integrated care program (case conferencing) with PHN
- Establish physician in the practice model with PHN

**Objective: Actively engage with our health and wellbeing partners**

**Tactic:** Establish partnership arrangements with identified health provider partners.

**Objective: Strategically engaging with partners to deliver and communicate the Master Plan**

**Tactics:**
- Develop and implement engagement strategy for Master Plan.
- Initiate discussions for MOUs with private partners for PPP plans
## Research, education and training

**Objective:** Partner with tertiary institutions to provide the best education, training and professional development

**Tactic:** Set up new training and education agreements

**Objective:** Strengthen research capability

**Tactic:** - Develop an annual research training calendar in collaboration with our partners

- Establish mechanisms to cross-reference research priorities with community and research partners.
- Establish partnerships and strategies for research funding with Ipswich Hospital Foundation, Ipswich City Council, Emergency Medicine.
- Formalise partnerships with our University and other research partners/funders.
**Media**

**Objective: Engaging community members in planning and consultation processes**
*Tactic:* Identify media partner/s best placed to promote WM consultation processes.

**Objective: Building stronger consumer and Indigenous governance partnerships**
*Tactic:* Maximise exposure of engagement with all consumers, including Indigenous and multicultural communities.

**Objective: Maximising uptake of MeCare and Telehealth**
*Tactic:* Maximise coverage of initiatives in general and specialist publications.

**Objective: Celebrating our successes widely**
*Tactic:* Identify new channels, maximise use of existing external media channels to celebrate success.

**Objective: Addressing challenging issues quickly and transparently**
*Tactic:* Use existing / new strong media ties to proactively manage West Moreton’s reputation.

**Objective: Proudly promoting West Moreton Health’s values to external partners and community**
*Tactic:* Ensure West Moreton key messages used in all relevant external communications.

**Objective: Actively engaging with our health and wellbeing partners**
*Tactic:* SD C&E meeting with all media partners to evaluate relationship gaps and strengths. Implement ongoing quarterly meetings with media stakeholders.

**Objective: Communicating the Master Plan**
*Tactic:* Develop media briefing on launch of Master Plan. Provide ongoing communications support for Master Plan rollout. Develop online materials to support Master Plan.
## Local Government

**Objective:** Proudly promoting West Moreton Health’s values to external partners and community  
**Tactic:** Develop continuity of care awareness campaign highlighting links between West Moreton health and Local Government.

**Objective:** Actively engaging with our health and wellbeing partners  
**Tactics:**  
- Engage with councillors/mayors to identify vulnerable communities and their health challenges.  
- Link in with existing channels and events – morning teas, immunisation programs etc – within the local government to deliver health messages.  
- Assess existing HHS/Local Government interaction and expand officer-level planning opportunities; audit of local government clinical processes, meetings and groups.

**Objective:** Strategically engaging with partners to deliver the Master Plan  
**Tactic:** Engage local governments in meaningful planning and consultation processes about WM future health needs.

## Queensland Government

**Objective:** Proudly promoting West Moreton Health’s values to external partners and the community  
**Tactics:**  
- Survey existing partners to benchmark status of relationships  
Identify and prioritise our stakeholders’ existing engagement channels to determine which West Moreton Health should join to have the best chance of promoting our strategic priorities.

**Objective:** Actively engaging with agencies who can influence the health agenda  
**Tactic:** Develop campaign to highlight the role that our key non-health provider partners (e.g. Queensland Treasury) play in helping West Moreton health deliver health care.

**Objective:** Positioning West Moreton Health with key stakeholders as a provider of excellent care  
**Tactic:** Enhance visibility of West Moreton healthcare success stories on the West Moreton Health internet site, and through e-newsletter updates.

**Objective:** Strategically engaging with partners to deliver the Master Plan  
**Tactic:** Engage with health provider partners regularly on Master Plan progress.
### Local agencies

**Objective: Actively engaging with our health and wellbeing partners**

**Tactic:**
- Continue to develop relationships and opportunities to partner with QAS and QPS
- Develop local clinical pathways to improve access directly for patients into appropriate clinical areas
- Combined debriefing sessions with QPS and QAS to share learnings.

**Objective: Actively engaging with agencies who can influence the social determinants of health**

**Tactic:** Leverage the services WMHHS provides to schools through school based youth health nurses, oral health services and public health (immunisations and sexual health) to promote health prevention interventions.

**Objective: Actively engaging with agencies who can influence the social determinants of health**

**Tactic:**
- Establish partnership arrangements with identified local agencies

**Objective: Actively engaging with agencies who can influence the social determinants of health**

**Tactic:**
- Attend forums and provide feedback on key strategies and plans.

### Commonwealth agencies

**Objective: Strengthen research capability**

**Tactic:** Partner with the Australian Medical Research Advisory Board to promote research and innovation.

**Objective: Actively engage with agencies who can influence the health agenda**

**Tactic:**
- Attend forums and provide feedback on key strategies and plans.

### Unions

**Objective: Addressing challenging issues quickly and transparently**

**Tactic:** Actively engage union partners to co-design solutions to complex matters (e.g., car parking).

**Objective: Sharing our successes and failures with external partners openly so we can learn from and teach others**

**Tactic:** Maintain existing strong partnerships through established consultative bodies and ad hoc management groups on emerging issues.
| **Objective:** Position West Moreton Health with key stakeholders as a provider of excellent care |
| **Tactic:** Work with union communications and engagement staff to develop program of opportunities to jointly celebrate successes |
Appendix 1: West Moreton Health Engagement Framework

West Moreton Health works in partnership to deliver the best possible health and wellbeing outcomes for the West Moreton community. Our unique role in this community position West Moreton Health as the recognised expert in clinical health matters for this region.

We provide, and help others provide, health and wellbeing services to the Somerset, Scenic Rim, Lockyer Valley and Ipswich communities. We provide preventative and primary health care services, ambulatory services, acute care, sub-acute care, oral health and mental health and other specialised services (including prison health services, and alcohol, tobacco and other drug services) to our region. Our facilities include:

- Boonah Health Service
- Esk Health Service
- Galiles Community Care Unit
- Gatton Health Service
- Goodna Community Service Health
- Ipswich Community Health Plaza
- Ipswich Hospital
- Ipswich Oral Health Clinic
- Laidley Health Service
- The Park – Centre for Mental Health and Research (The Park).

What is Engagement

Engagement is about involving our community and partners in the design and provision of services – this definition has been adapted from the International Association of Public Participation model (IAP2).

Engagement strengthens relationship with our community. The West Moreton Health engagement process recognises diversity within our community. Different approaches will be used to reach a wide range of stakeholders. Feedback helps us to understand varied points of view, gather comprehensive information, consider a range of opinions and identify common ground for future partnerships.

Engagement enables good governance and informed decision-making by promoting shared responsibilities for decisions. It supports an open approach to managing risk by providing a strong foundation for understanding decisions and building trust within our community of the decision-making process.

Objectives of the Engagement Framework

The objectives of the framework are to:

- Engage with stakeholders and partners in meaningful ways about issues that affect them
- Engender community trust in the services we provide
- Engage with staff, including our clinicians, to improve patient outcomes
- Strengthen partnerships to transform and improve the care we provide
- Enhance our reputation as a hospital and health service that works in partnership to provide the best possible care to our local communities.

Engagement Principles

When engaging in decision making processes, West Moreton Health commit to:

- Seek out and encourage contributions from people who may be affected by or interested in a decision
- Provide relevant, timely and balanced information so people can contribute in a meaningful way
- Provide a variety of appropriate and accessible ways for people to have their say and to speak honestly
• Actively listen so that people’s ideas and input assist in making the final decision
• Consider the needs and interests of all people in the decision-making process
• Tell the community about the final decision, and how their input was considered
• Collaborate with peak bodies/NGOs/charities and government to influence the social determinants of health.

**Why We Engage**

Engagement fosters a sense of belonging and ownership of outcomes. Input from our community improves the quality of policy at the time it is being developed, ensuring the end-result is relevant to the needs of the community. Well planned engagement provides ideas and an opportunity for a diverse range of voices to be heard on any issue, promotes a higher standard of service, a better understanding of the ‘decisions to be made,’ and more opportunity for meaningful feedback.

**Who We Engage**

For West Moreton Health our community is made up of internal and external stakeholders and partners.

**How We Engage**

Engagement is part of what we do every day at West Moreton Health in delivering health services for our community. Our approach is based on the IAP2 model recognising that engagement occurs across five dynamic phases: inform, consult, involve, collaborate and empower.

<table>
<thead>
<tr>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>West Moreton Health Approach</strong></td>
<td>We will share information about a decision or direction.</td>
<td>We will explore options, gain feedback and an understanding of your concerns and preferences.</td>
<td>We will involve you in the process so your ideas, concerns and aspirations are reflected in the alternatives developed or the final decision.</td>
<td>We will collaborate with you so your advice, innovation and recommendations are included in the final decision that we make together.</td>
</tr>
<tr>
<td><strong>Goal</strong></td>
<td>One way communication to provide balanced and objective information to assist understanding about something that is going to happen or has already happened.</td>
<td>Two way communication designed to obtain feedback on ideas, alternatives and proposals to inform our decision making.</td>
<td>Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to our decision making.</td>
<td>Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions for joint decision making.</td>
</tr>
<tr>
<td><strong>Community Role</strong></td>
<td>Listen</td>
<td>Contribute</td>
<td>Participate</td>
<td>Partner</td>
</tr>
</tbody>
</table>