

West Moreton Health Engagement Strategy 2020-21

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1.0 West Moreton Health Overview

West Moreton Health works to deliver the best possible health and wellbeing outcomes for residents of the West Moreton region. We use our values - *connect, respect, excel* – to sustain our promise to the community that we are *Caring Better Together*.

West Moreton Health provides preventative and primary care services, ambulatory services, acute care, subacute care and oral health, mental health and other specialised services such as prison health services and alcohol and other drugs services to the region.

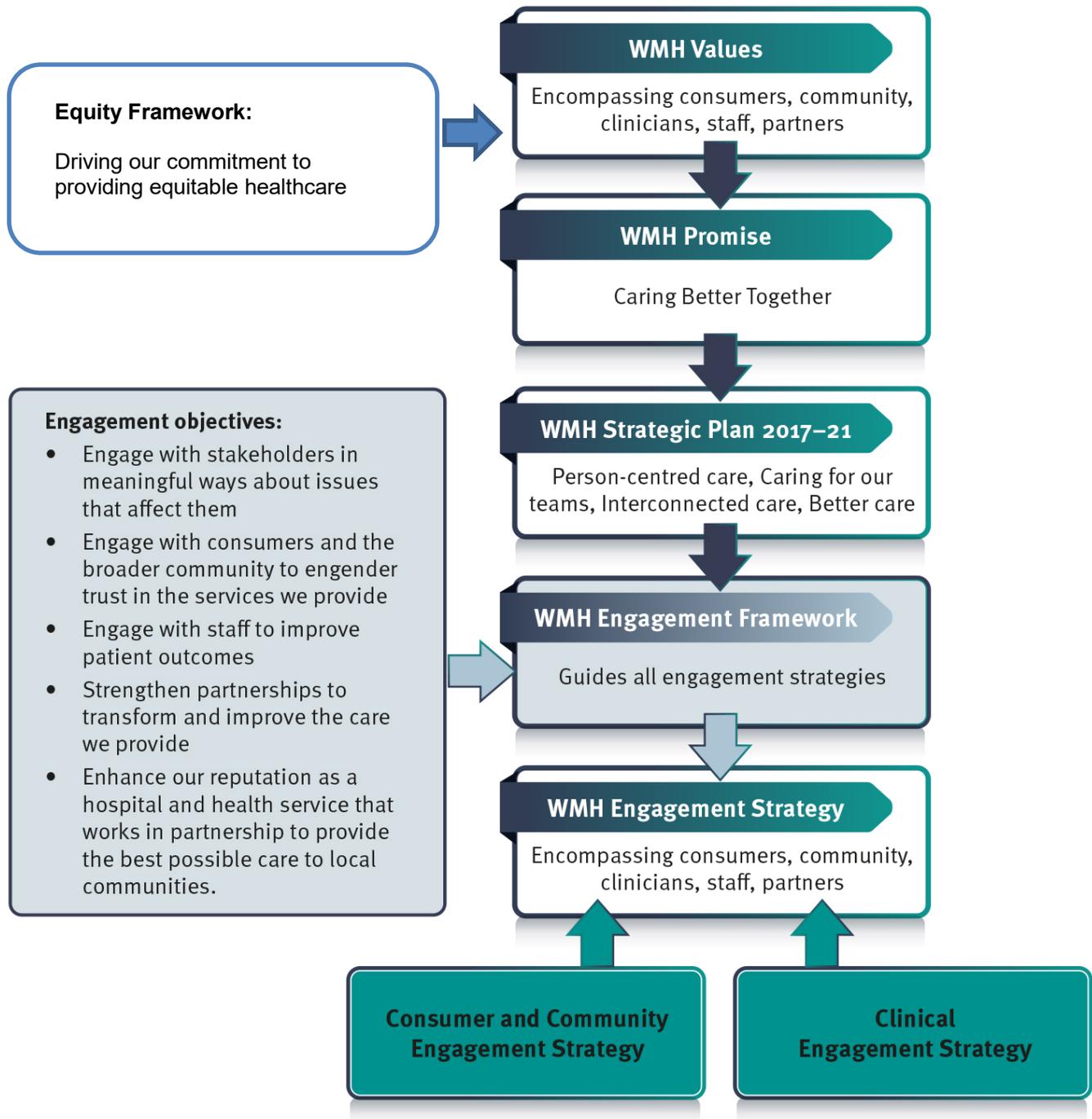
In addition to providing complex acute inpatient and community mental health services, we provide Queensland's only forensic mental health service – the High Security Inpatient Service and the Extended Forensic Treatment Rehabilitation Unit as well as a Secure Mental Health Rehabilitation Unit. We also lead mental health research internationally through the Queensland Centre for Mental Health Research and statewide mental health learning through the Queensland Centre for Mental Health Learning and the Queensland Mental Health Benchmarking Unit. West Moreton Health also provides a range of primary care services to prison facilities in South East Queensland caring for almost 50 per cent of Queensland's prisoner population in six adult correctional centres and one youth detention centre.

The West Moreton region has the fastest growing population in Queensland in relative terms, which is expected to double to 587,600 by 2036. West Moreton Health is the second largest employer in the region and a major contributor to the local economy.

West Moreton demographics are diverse and include both metropolitan and rural settings. The strength of West Moreton Health as a health service lies in this diversity. In our health service over 17% of the total population were born outside Australia, 8% speak a language other than English at home and 4.1% are Indigenous Australians. Currently, around a third of residents seek health care services elsewhere. There is a seven to eight-year gap in life expectancy for Indigenous people when compared with other Australians, there is a higher rate of chronic disease than the state average and around 60% of residents are disadvantaged. In addition, the COVID-19 pandemic of 2020 will have an ongoing effect on the region and on delivery of health services. West Moreton has deeply connected local communities and West Moreton Health has forged strong networks and relationships with communities and partners.

We are committed to investing in the local community, this investment will be achieved by valuing the strengths that this community, and its healthcare consumers can contribute, in the form of feedback, suggestions and ideas that will inform and improve health outcomes for patients.

The graphic on the next page provides a snapshot of our approach to engagement.



West Moreton Health Engagement

2.0 Engagement Overview

2.1 Engagement Approach

West Moreton Health plans and provides health services in partnership with stakeholders. We see engagement as involving our stakeholders in the decision-making process, drawing on the International Association of Public Participation (IAP2) model (See <https://iap2.org.au/about-us/about-iap2-australasia/core-values/>). This Engagement Strategy is made up of four inter-related components which maps out engagement with:

1. Consumers and community (required under the *Hospital and Health Board Act 2011*)
2. Clinicians (required under the *Hospital and Health Board Act 2011*)
3. All West Moreton Health staff
4. Partners consisting of a wide range of stakeholders who help us deliver on our strategic objectives.

Engagement strengthens our relationships with stakeholders. We recognise the great diversity within our region and use different approaches to reach different groups of stakeholders. We use feedback to help us understand varied points of view, gather comprehensive information, consider a range of opinions and identify common ground for future partnerships.

Engagement fosters a sense of belonging and ownership of outcomes. Input from stakeholders improves the quality of policy and clinical service design at the time it is being developed, ensuring the end result is relevant to the needs of consumers. Well-planned engagement provides opportunities for a diverse range of voices to be heard on any issue, generates ideas, helps us provide the right service to the right person at the right time and place, promotes a higher standard of person-centred care and more opportunities for meaningful feedback.

Engagement promotes and builds trust about decision-making processes and helps guide planning, reviews and other opportunities for continuous improvement. It is also critical to protecting and enhancing West Moreton Health's reputation as a provider of safe, excellent and local health care.

Our Equity Framework sets out our vision and values for providing an accessible, equitable workplace for staff and accessible, equitable services for the community. The framework will help us deliver on our strategic goal of person-centred care by:

- Driving improvements to health care delivery for the most vulnerable consumers
- Encouraging and supporting staff to identify how we can be more inclusive
- Equitably catering for the diversity of staff and the community.

The Equity Framework is an overarching vision that supports our strategies and action plans, including the Aboriginal and Torres Strait Islander Closing the Gap and the Cultural Diversity action plans. The framework was developed after extensive engagement across West Moreton Health, during which staff confirmed the importance of working in an equitable organisation and providing equitable healthcare. Implementation of the framework will contribute to meeting our obligations under the *Human Rights Act 2019 (Qld)*, the Australian Charter of Healthcare Rights and the National Safety and Quality Health Service Standards.

2.2 Engagement Framework

This Strategy is guided by the West Moreton Health Engagement Framework which is provided below and is also available as a standalone document (See Appendix 1).

Together, the Engagement Strategy and Framework help us deliver the West Moreton Health Strategic Plan 2017-2021 which drives strategic actions under:

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

Our engagement objectives are to:

- Engage with stakeholders in meaningful ways about issues that affect them
- Engage with consumers and the broader community to engender trust in the services we provide
- Engage with staff 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 with others to provide the best possible care to our community.

Our engagement principles are:

- We seek out and encouraging contributions from people who may be affected by or interested in a decision
- We provide relevant, timely and balanced information so people can contribute in a meaningful way
- We provide a variety of appropriate and accessible ways for people to have their say and to speak honestly
- We actively listen so that people's ideas and input assist in making the final decision
- We consider the needs and interests of all people in the decision-making process
- We tell the community about the final decision and how their input was considered
- We collaborate with government, peak bodies, non-government organisations and charities to influence the social determinants of health.

The West Moreton Health Engagement Strategy encompasses engagement for consumers, community, staff and partners. More detailed, stand-alone versions of:

- the Consumer and Community Engagement Strategy (Available here: <https://www.westmoreton.health.qld.gov.au/sites/default/files/inline-files/consumer-engagement-strategy.pdf>)
- and the Clinician Engagement Strategy (Available here: <https://www.westmoreton.health.qld.gov.au/sites/default/files/inline-files/clinician-engagement-strategy-2019-2021.pdf>) have been developed to meet the requirements of the *Hospital and Health Boards Act 2011 (Qld)*.

Drawing on the IAP2 model, we recognise that engagement occurs across five dynamic phases: inform, consult, involve, collaborate and empower.

	Inform	Consult	Involve	Collaborate	Empower
Approach	We will share Information about a decision or direction.	We will explore options, gain feedback and an understanding of stakeholder concerns and preferences.	We will involve stakeholders in the process so their ideas, concerns and aspirations are reflected in alternatives or in the final decision.	We will collaborate with stakeholders so their advice, innovation and recommendations are included in the final decision that we make together.	We will use the information provided by stakeholders to strongly inform our decision making.
Goal	One way communication to provide balanced and objective information to assist understanding about something that is going to happen or has already happened.	Two way communication designed to obtain feedback on ideas, alternatives and proposals to inform our decision making.	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to our decision making.	Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions for joint decision making.	To strongly inform final decision-making.

3.0 Consumer and Community Engagement

3.1 Approach

West Moreton Health engages with consumers and the broader community to plan, deliver, evaluate and improve person-centred healthcare services.

Person-centred care means being respectful and responsive to the preferences, needs and values of patients, consumers and the community. Person-centred care has its focus on the whole person, not just the physical aspects of their health. It's the provision of care that is informed by each individual situation and the needs of consumers.

Care is person-centred when people are treated with dignity and respect, when information is shared with them, and participation and collaboration in healthcare processes is encouraged and supported to the extent which the individual chooses to engage. Person-centred care is partnership with the consumer and their families and carers, in making decisions about their health care.

Delivering person-centred care benefits patients, consumers, clinicians, health service organisations, the health system and the broader community. There is demonstrated evidence of clear links between good consumer experience, and high-quality health care with improved clinical outcomes for patients.

3.2 Principles

In addition to the IAP2 model, we are guided by the Health Consumers Queensland (HCQ) principles of consumer engagement:

- **Participation:** Consumers participate and are involved in decision making about the West Moreton Health healthcare system.
- **Person-centred:** Consumer engagement processes are consumer-centred.
- **Accessible and inclusive:** The needs of those who may experience barriers to engage effectively are considered to enhance their accessibility and inclusion.
- **Partnership:** Consumers, community, West Moreton Health staff and partner organisations work in an effective partnership.
- **Mutual respect and value:** Consumer engagement is undertaken with mutual respect and valuing of each other's experiences and contributions.
- **Diversity:** The consumer engagement process values and supports the diversity of all those involved.
- **Support:** Consumers are provided with the support that they need to engage meaningfully with the West Moreton Health healthcare system.
- **Influence:** Consumer engagement influences West Moreton health policy, planning and system reform, and feedback is provided about how this engagement has influenced outcomes.
- **Continuous improvement:** Consumer engagement is reviewed and evaluated to drive continuous improvement throughout the organisation.

The level of consumer involvement in health service planning, design, delivery and improvement will vary depending on the specific activity or service, and the individual's preferences. Involvement will range from the collection of patient experience information that informs immediate bedside practice change through to co-designed projects where direct consumer advice is used in formulating ideas and solutions to address systemic issues. West Moreton Health uses the HCQ elements of engagement to describe the varying elements of consumer engagement.

These elements, consistent with the IAP2 model, are:

- **Inform:** We will keep you informed.
- **Consult:** We will keep you informed, listen to and acknowledge concerns and provide feedback on how your input influenced any decision taken.
- **Involve:** We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and we will provide feedback on how your input influenced the decision.
- **Collaborate:** We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
- **Consumer led (Empower):** We will implement what you decide, utilising a co-designed project approach to the change.

We will work with consumers at the involve, collaborate and consumer-led levels wherever we can.

3.3 Stakeholders

Consumers are people who use, or are potential users of, health services including their family and carers. Consumers may participate as individuals, groups, organisations of consumers, Consumer Representatives or communities.

A Consumer Representative is a health consumer who has taken up a specific role to advocate on behalf of consumers, with the overall aim of improving healthcare. A Consumer Representative is someone who voices consumer perspectives other than their own and takes part in decision making on behalf of consumers.

Carers are people who provide care and support to family members and friends who have a disability, mental illness, chronic condition, terminal illness, an alcohol or other drug issue or who are frail aged.

Community refers to groups of people or organisations with a common local or regional interest in health. Communities may connect through a community of place such as a neighbourhood, region, suburb; a community of interest such as patients, industry sector, profession or environment group; or a community that forms around a specific issue such as improvements to public healthcare or through groups sharing cultural backgrounds, religions or languages.

3.4 Engagement Channels

- Consumer Representative Network
- Community Reference Groups
- Local Government channels
- Community groups and clubs
- Strategic Partners
- Government and Non-Government service providers and organisations
- Darling Downs West Moreton Primary Health Network
- Community focus groups
- Project and committee meetings involving Consumer Representatives
- WMH Website
- WMH external Facebook page
- Community events
- Education workshops/seminars
- Lift signs
- Posters
- Banners
- External stakeholder and partner initiatives and networks

3.5 Our actions

Inform	How will this be measured?
<ul style="list-style-type: none"> We will implement systems and processes to ensure consumers, carers, families and community have access to information about their healthcare rights at all stages of their journey through our health service. We will implement systems and processes to ensure patients and consumers understand their treatments, including treatment risks, benefits, and alternatives so they can give informed consent to any treatment provided. We will share decision making in care; provide education to patients and consumers regarding clinical status, progress and prognosis; update them on changes to care processes; and give them any other information; process of care; and information to help ensure autonomy and ability to promote and self-manage their own health care. We will ensure that patients, and/or carers are involved in care planning, setting goals and making decisions about their current and future care to the fullest extent possible. We will ensure that Charter of Healthcare Rights are available for all patients and consumers, in formats that they understand. 	<ul style="list-style-type: none"> Improved consumer survey tools and results. Completion of audit of Consumer Reviewed information distributed across the health service and on our website. Charter of Healthcare Rights (in multiple translations) are accessible via the WMH website.
Consult	How will this be measured?
<ul style="list-style-type: none"> We will partner with consumers, carers, families and community in a manner that is respectful of, and responsive to, their preferences, needs and their values. We will provide and communicate mechanisms for consumers and the community to bring ideas forward and put processes in place to explain how that information has been used to improve how we deliver care. We will improve the identification and recruitment of consumers interested in participating in and co-designing our health service. Consumers and community members will have opportunities to be involved as representatives in their area of interest and will have access to information that is accessible and easy to understand. 	<ul style="list-style-type: none"> As above and: Consumer Representative numbers are current and published on the WMH website along with feedback. Increased diversity of Consumer Representatives and Community Reference Group Members to increase equity in our consultation processes.
Involve	How will this be measured?
<ul style="list-style-type: none"> We will partner with consumers and community in West Moreton to design our services (including governance) in a way that acknowledges and supports their contribution. This process will help ensure we understand the concerns and aspirations of consumers and community. Our Consumer Representatives and West Moreton Health staff who participate in external community groups will be encouraged to share their learnings to further improve West Moreton Health services. 	<ul style="list-style-type: none"> As above and: The development of annual learning and development initiatives for Consumer Representatives and Community Reference Group members. A minimum of four engagements annually with the West Moreton

<ul style="list-style-type: none"> • We will support the learning and development of Consumer and Community Representatives so they can confidently provide the perspectives of themselves and others in the planning, development, implementation and review of improved health services. • We will enable Consumer and Community Representatives with support resources needed to maximise their ability to engage with us. This may include translator services, planning of engagement activities to accommodate accessibility needs etc. • We will co-design ways to engage with culturally and linguistically diverse people and Aboriginal and Torres Strait Islander peoples. • We will partner with Aboriginal and Torres Strait Islander people within the community, so that Aboriginal and Torres Strait Islander people have equitable access to health services within WMH that are culturally appropriate and safe. • We will train our workforce in the community and individual benefits that come from having consumers actively engaged as health care partners. • We will partner with Health Consumers Queensland on staff training opportunities. • We will develop a workforce that has a strong appreciation for diversity including diversity of culture and language and of the need to ensure that both are accommodated in the delivery of inclusive services. 	<p>Aboriginal and Torres Strait Islander Elders.</p> <ul style="list-style-type: none"> • Completion of four cultural diversity training sessions annually through West Moreton Learning Online and face-to-face sessions (inline with the WMH Cultural Diversity Action Plan). • Development and implementation of a Consumer Representative and Community Reference Group induction process which identifies areas where support is needed to enable effective engagement. • Quarterly reporting, through WMH Website and Facebook pages, on collaborative projects, celebrating and showcasing consumer and community engagement. This will include examples of where consumers have provided input back to WMH from other external community groups.
Collaborate	How will this be measured?
<ul style="list-style-type: none"> • We will communicate with consumers and the community in a way that supports effective partnerships, and to ensure that WMH provides information about care, treatment and health that consumers can understand (health literacy). • We will refer to consumers and the community for advice on community health issues and will incorporate consumer and community recommendations into the decision-making process. 	<ul style="list-style-type: none"> • As above and: • Evidence of when consumer input has influenced a decision (to be reported through quarterly report).
Empower	How will this be measured?
<ul style="list-style-type: none"> • Our systems and committees (clinical and consumer governance) and quality improvement systems will support partnering with consumers, carers and the community in healthcare planning, design, measurement and evaluation. 	<ul style="list-style-type: none"> • As above and: • Increased number of Consumer Representatives and community members involved in committees and key projects annually.

4.0 Clinician Engagement

4.1 Approach

West Moreton Health ensures that clinicians are involved in the planning, implementation and evaluation of health care services across the region.

A clinician is any individual who provides diagnosis or treatment to patients as a professional medical practitioner, nurse, allied health practitioner or other health practitioner.

Evidence shows that meaningful clinician engagement is linked to higher rates of patient satisfaction and improved delivery of safe, high-quality care.

4.2 Objectives

- Build a relationship of trust through open communication between clinicians, managers, Executive and the Board
- Build clinician engagement and collaboration across West Moreton Health's committees and work units
- Ensure clinician engagement in decision making in the planning, design, delivery and evaluation of services
- Seek expert clinical input into improved patient safety
- Support and develop clinical leadership
- Involve and train clinicians in consumer and community engagement
- Engage with clinicians in meaningful ways about issues that affect them
- Communicate West Moreton Health performance and strategic priorities so clinicians are motivated to take responsibility for helping deliver on our strategic and operational objectives

4.3 Stakeholders

- Nurses and Midwives (all hospitals)
- Allied Health (all hospitals)
- Senior Medical Officers
- Visiting Medical Officers
- Clinical staff in Identified positions
- Community Nurses/Allied Health (Health Plaza, Goodna, Gailes, Redbank, Oral Health)
- Nurses/Allied Health (The Park, Prison Services) Nurses/Allied Health
- Chief Medical Officer
- Executive Director Nursing and Midwifery
- Executive Director of Allied Health
- Executive Director Community and Rural
- Nursing and Midwifery operational and professional committees
- Allied Health operational and professional committees
- Medical Advisory Committee
- Clinical Directors
- Junior Medical Advisory Committee
- Quality and Safety Council

4.4 Engagement Channels

- Board Chair communications
- Chief Executive communications
- E-newsletters
- Executive rounding and meetings
- 'Catch-up with Kerrie', Chief Executive open door sessions
- Clinical Safety and Quality Council
- Weekly leadership huddle
- Weekly/regular staff forums

- Committee meetings (Interprofessional practice committee; clinical directors committee, mental health directors committee; allied health committee; nursing & midwifery committee)
- Operational and team briefings
- Union and local consultative forums
- e-newsletters
- Intranet/website
- WMH Facebook Hub/external Facebook page
- screen savers
- Digital presentations
- Staff award events
- Education workshops/seminars
- Lift signs
- Posters
- Banners
- External stakeholder and partner events

4.5 Our actions

Inform: We will share information about a problem, opportunity, decision or direction.	How will this be measured?
<ul style="list-style-type: none"> • WMH will provide relevant information in accessible and engaging formats. • WMH will report back to clinicians on Board/Executive decisions. • WMH will recognise and reward the contribution of clinicians. 	<ul style="list-style-type: none"> • Improved or maintained results in the annual Working for Queensland Survey Results. • Improved CheckIn participation and feedback. • Weekly delivery of Staff Connect and other communications to WMH clinicians.
Consult: We will explore options, gain feedback and an understanding of clinicians' concerns and preferences.	How will this be measured?
<ul style="list-style-type: none"> • WMH will gather feedback from clinicians on strategic and operational plans and policies. • WMH will gather feedback from clinicians on culture and working conditions through CheckIn pulse check and Working for Queensland Survey. 	<ul style="list-style-type: none"> • As above and: • Evidence that clinicians have had opportunity for involvement in the development and delivery of all key strategic and clinical plans.
Involve: We will involve clinicians in the process, so their ideas, concerns and aspirations are reflected in the alternatives developed or the final decision.	How will this be measured?
<ul style="list-style-type: none"> • WMH will ensure clinicians are supported to be directly involved in strategic planning and operational delivery. • A feedback mechanism will ensure clinicians influence change and improvement in patient safety. 	<ul style="list-style-type: none"> • As above and: • 100% closure of all Quality Improvement submissions annually.

<p>Collaborate: We will collaborate with clinicians, so their advice, innovation and recommendations are included in the final decision that we make together.</p>	<p>How will this be measured?</p>
<ul style="list-style-type: none"> • WMH will collaborate with clinicians when developing, implementing and reviewing health service initiatives including safety, cost and quality measures, best practice protocols, clinical outcomes, resource utilisation, and operational efficiency. • In consultation with clinicians, WMH will identify and consider how to address areas where clinician practice patterns and preferences do not align with Health Service priorities. 	<ul style="list-style-type: none"> • As above and: • Implementation of the WMH Integrated Governance Structure.
<p>Empower: We will empower clinicians to make autonomous decisions for the benefit of the whole organisation.</p>	<p>How will this be measured?</p>
<ul style="list-style-type: none"> • Clinicians will provide robust, considered, evidence-based input into decision-making at all levels of the organisation. 	<ul style="list-style-type: none"> • As above and: • Engagement and participation of clinicians in all WMH committee and in projects such as clinical service redesign

5.0 Staff Engagement

5.1 Approach

- 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 of creating a West Moreton community that is thriving and well
- Support delivery of West Moreton Health's Strategic Plan, including transition to a tertiary service

5.2 Objectives

- Demonstrate 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 to demonstrate staff commitment to providing patient-centre care

5.3 Stakeholders

Clinical

- Nurses and Midwives (all hospitals)
- Allied Health (all hospitals)
- SMOs (all hospitals)
- VMOs (all hospitals)
- Clinical staff in identified positions
- Community Nurses/Allied Health (Health Plaza, Goodna, Gales, Redbank, Oral Health)
- Mental Health and Specialised Services (The Park, Prison Services) Nurses/Allied Health
- Chief Medical Officer
- Executive Director Nursing and Midwifery
- Director of Allied Health
- Executive Director Mental Health and Specialised Services
- Executive Director Community and Rural
- Nursing and Midwifery operational and professional committees
- Allied Health operational and professional committees
- Medical Advisory Committee
- Clinical Directors
- Junior Medical Advisory Committee
- Quality and Safety Council

Administrative and operational staff

- Ipswich Hospital
- Hayden Centre
- Health Plaza
- Goodna
- Gales
- Redbank
- Oral health
- The Park
- Prison services
- Contractors
- Volunteers

5.4 Channels

- Board Chair communications
- Chief Executive communications
- Chief Executive and Executive rounding
- 'Catch-up with Kerrie', Chief Executive open door sessions
- Staff Forums
- Executive/Divisional director meetings and committee meetings
- Operational and team briefings
- Executive Director all-staff and service-level communications
- e-newsletters targeted at professional groups
- Intranet
- WMH Facebook Hub
- screen savers
- brochures and fact sheets
- digital presentations
- staff award events
- education workshops/seminars
- consumer engagement committees and working groups

5.5 Our actions

Demonstrate leadership through Board and Executive support of staff

- **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.

- **Measure:**
 - Number of Executive and WMH Board rounding and attendance at staff meetings
 - Number of Staff Forums attended by Board members.

Encourage a leadership culture

Tactics: Promote a collective leadership approach that grows leaders, establishes opportunities and clear pathways to involve our people in influencing decisions and shaping our future.

- Measure**
- Percentage of leaders participating in leadership development

Celebrate our people widely

Tactics: Identify key annual events - such as professional and formal awards for staff recognition with attendance by leaders including the Chief Executive, Executive team, Board, Director-General, etc - to promote continue positive cultural change.

- Measures:**
- Increased attendance and engagement at internal events by staff, VMOs, Executive and Board.

Communicate the Master Plan

Tactic: Develop a Communication and Engagement Strategy for the Master Plan

- Measure:**
- Involvement of staff in Master Plan engagement activities.

6.0 Partner Engagement

6.1 Approach

West Moreton Health is committed to partnering with others to positively impact the health outcomes of all residents of the region, including advocating for partnership approaches which consider the social determinants which affect long-term health and wellbeing.

6.2 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 West Moreton Health's research profile and linkages with research partners to impact the health and wellbeing of our community and the wider community.
- Working together with partners on common challenges

6.3 Stakeholders

- Consumers including patients and their families and carers, and visitors
- Consumer and carer representatives from the Consumer Representative Network
- Community Reference Groups
- Broader community
- First Nations Elders
- First Nations advocacy groups
- Culturally and linguistically diverse community
- Kambu Health
- Unions
- General Practitioners
- Australian Medical Association Queensland
- Darling Downs and West Moreton Primary Health Network
- Queensland Department of Health
- Queensland Hospital and Health Services
- Queensland Ambulance Service
- Queensland Police Service
- Residential and Aged Care Facilities
- Ipswich Hospice
- St Andrews and Mater Springfield private hospitals
- Health equity partners who have an influence on and/or interest in the social determinants of health including non-government organisations
- Local Level Alliances including the National Disability Insurance Scheme
- Deputy Premier and Minister for Health and Ambulance Services
- Relevant Federal Government agencies and State Members of Parliament
- Relevant State Government agencies and State Members of Parliament
- Relevant local government work units, and elected representatives
- Peak bodies and industry associations
- Ipswich Hospital Foundation
- Ipswich Hospital Foundation
- Foundations, clubs, charities
- Universities
- TAFE
- Schools
- RAAF Amberley
- Unions
- Media

6.4 Engagement channels and actions by stakeholder group

Note: Research and Mental Health have been developed as complementary plans

The actions listed below are not exhaustive but are provided as examples of our approach to engagement with key stakeholders.

Health Providers and Health Partners	
<ul style="list-style-type: none"> Actively engage with our health and wellbeing partners to increase virtual health and preventable hospitalisations 	
<p>Tactics: Showcasing the return on investment and health improvements and speed of access to specialist skills for complex patients through virtual care</p> <p>Establish patient and referral pathways for care through Nurse Navigators.</p> <p>Work with PHN to promote and increase HealthPathways use by GPs</p> <p>Work with PHN to establish integrated care program and physician in the practice model.</p>	<p>Measures:</p> <ul style="list-style-type: none"> Increase in virtual health take-up. Increased take-up of use of HealthPathways Preventable hospitalisations reduced
Local Government	
<ul style="list-style-type: none"> Actively engage with our Local Government partners to improve health and wellbeing of our community 	
<p>Tactics: Engage with Mayors and Councillors to identify vulnerable communities and their health challenges, e.g. partner plans</p> <p>Link in with existing channels and events – i.e. morning teas, immunisation programs – to deliver health messages.</p> <p>Identify policy and strategic synergies in health and Local Government</p> <p>Expand officer-level planning opportunities via existing HHS/local government interactions.</p>	<p>Measures:</p> <ul style="list-style-type: none"> Number of relationship meetings held with councillors/mayors annually. Measurable increase in joint initiatives Operational relationships with Councils' community development and customer service branches maintained
<ul style="list-style-type: none"> Strategically engage with partners to deliver the Master Plan 	
<p>Tactic: Engage local governments in meaningful planning and consultation processes about future health needs.</p>	<p>Measure:</p> <ul style="list-style-type: none"> Number of relationship meetings held. Defined roles and responsibilities of local government in Master Plan Project team and activities
Strategically engage with partners during emergencies (e.g. weather events, COVID)	
<p>Tactic: Engage local governments in the planning and response to emergency events such as weather events and pandemics</p>	<p>Measure:</p> <ul style="list-style-type: none"> Activation of partnership during an emergency event Development of a Partner Protocol for disaster event response led by Health Defined roles and responsibilities of local government in disaster responses led by WMH

Media and social media	
<ul style="list-style-type: none"> • Position WMH with key stakeholders as a provider of excellent care 	
<p>Tactics: Enhance visibility of West Moreton healthcare success stories on the WMH internet site, and through e-newsletter updates.</p> <p>Proactive media and social media campaigns</p>	<p>Measure:</p> <ul style="list-style-type: none"> • Accessibility of WMH good news stories on the WMH Internet page. • Number of social media hits per post. • Positive media engagement.
<ul style="list-style-type: none"> • Local agencies 	
<ul style="list-style-type: none"> • Actively engage with local agencies to improve the health outcomes for West Moreton community 	
<p>Tactics: Continue to develop relationship and opportunities to partner with QAS and QPS</p> <p>Combined debriefing sessions with QPS and QAS to share learnings.</p>	<p>Measure:</p> <ul style="list-style-type: none"> • Enhanced care of consumers through models such as co-responder partnerships
<ul style="list-style-type: none"> • Actively engage with agencies who can influence the social determinants of health 	
<p>Tactics: promote health promotion and education through WMH school services including youth health nurses, oral health, immunisations and sexual health services.</p> <p>Establish partnership arrangements with identified local agencies</p>	<p>Measure:</p> <ul style="list-style-type: none"> • Number of health education sessions held annually. • Formal partnership arrangements in place.
<ul style="list-style-type: none"> • Strategically engage with partners to help deliver the Master Plan 	
<p>Tactic: Regularly engage with partners on Master Plan progress.</p>	<p>Measure:</p> <ul style="list-style-type: none"> • Number of meetings held annually and relevant input into master planning
<ul style="list-style-type: none"> • Unions 	
<ul style="list-style-type: none"> • Addressing challenging issues quickly and transparently 	
<p>Tactic: Actively engage union partners to co-design solutions to complex matters</p>	<p>Measure:</p> <ul style="list-style-type: none"> • Evidence of union engagement across challenging and/or complex health matters.

Appendix 1: West Moreton Health Engagement Framework

West Moreton Health Engagement Overview

Engagement Approach

West Moreton Health works to deliver the best possible health and wellbeing outcomes for residents of the West Moreton region. We use our values - *connect, respect, excel* - to sustain our promise to the community that we are *Caring Better Together*.

West Moreton Health plans and provides health services by engaging with stakeholders. We see engagement as involving our stakeholders in the decision-making process, drawing on the International Association of Public Participation (IAP2) model (<https://iap2.org.au/about-us/about-iap2-australasia/core-values/>). West Moreton stakeholders include consumers such as patients and their families and carers, the broader community, clinical and non-clinical staff and partner organisations.

Engagement strengthens our relationships with stakeholders. We recognise the great diversity within our region and use different approaches to reach different groups of stakeholders. We use feedback to help us understand varied points of view, gather comprehensive information, consider a range of opinions and identify common ground for future partnerships.

Engagement fosters a sense of belonging and ownership of outcomes. Input from stakeholders improves the quality of policy and clinical service design at the time it is being developed, ensuring the end result is relevant to the needs of consumers. Well-planned engagement provides opportunities for a diverse range of voices to be heard on any issue, generates ideas, helps us provide the right service to the right person at the right time and place, promotes a higher standard of person-centred care, a better understanding of the 'decisions to be made,' and more opportunities for meaningful feedback.

Engagement enables good governance and informed decision-making. It promotes shared responsibilities for decisions, builds trust about the decision-making process and supports an open approach to managing risk by providing a strong foundation for understanding decisions.

Engagement is critical to protecting and enhancing West Moreton Health's reputation as a provider of safe, excellent and local health care.

Engagement Framework Objectives

Our Engagement Framework sets out the organisation's key engagement principles and priorities and guides all West Moreton Health engagement activities. It is based on the IAP2 model to ensure best practice engagement and to ensure we exceed the National Safety and Quality Health Service Standards for consumer and clinician engagement.

The Framework's objectives are to:

- Engage with stakeholders in meaningful ways about issues that affect them
- Engage with consumers and the broader community to engender trust in the services we provide
- Engage with staff 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 local communities

The Framework gives direction for the West Moreton Health Engagement Strategy which encompasses engagement for consumers, community, staff and partners. More detailed, stand-alone versions of:

- the Consumer Engagement Strategy (Available here: <https://www.westmoreton.health.qld.gov.au/sites/default/files/inline-files/consumer-engagement-strategy.pdf>)
- and the Clinicians Engagement Strategy (Available here: <https://www.westmoreton.health.qld.gov.au/sites/default/files/inline-files/clinician-engagement-strategy->

[2019-2021.pdf](#)) have been developed to meet the requirements of the *Hospital and Health Boards Act 2011 (Qld)*.

Together, the Engagement Framework and the Engagement Strategy help us deliver the West Moreton Health Strategic Plan 2017-2021 which is committed to:

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

Engagement Principles

West Moreton Health commits to:

- Seeking out and encouraging contributions from people who may be affected by or interested in a decision
- Providing relevant, timely and balanced information so people can contribute in a meaningful way
- Providing a variety of appropriate and accessible ways for people to have their say and to speak honestly
- Actively listening so that people's ideas and input assist in making the final decision
- Considering the needs and interests of all people in the decision-making process
- Telling the community about the final decision and how their input was considered
- Collaborating with government, peak bodies, non-government organisations and charities to influence the social determinants of health

Engagement in Action

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

	Inform	Consult	Involve	Collaborate	Empower
West Moreton Health Approach	We will share Information about a decision or direction.	We will explore options, gain feedback and an understanding of stakeholder concerns and preferences.	We will involve stakeholders in the process so their ideas, concerns and aspirations are reflected in alternatives or in the final decision.	We will collaborate with Stakeholders so their advice, innovation and recommendations are included in the final decision that we make together.	We will use the information provided to inform our decision making.
Goal	One way communication to provide balanced and objective information to assist understanding about something that is going to happen or has already happened.	Two way communication designed to obtain feedback on ideas, alternatives and proposals to inform our decision making.	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to our decision making.	Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions for joint decision making.	To inform final decision-making.

Stakeholders

Internal stakeholders

- Deputy Premier and Minister for Health and Ambulance Services
- Queensland Department of Health
- West Moreton Health Board
- Clinical staff
- Non-clinical staff
- Visiting Medical Officers (VMOs)
- Contractors and suppliers
- Volunteers

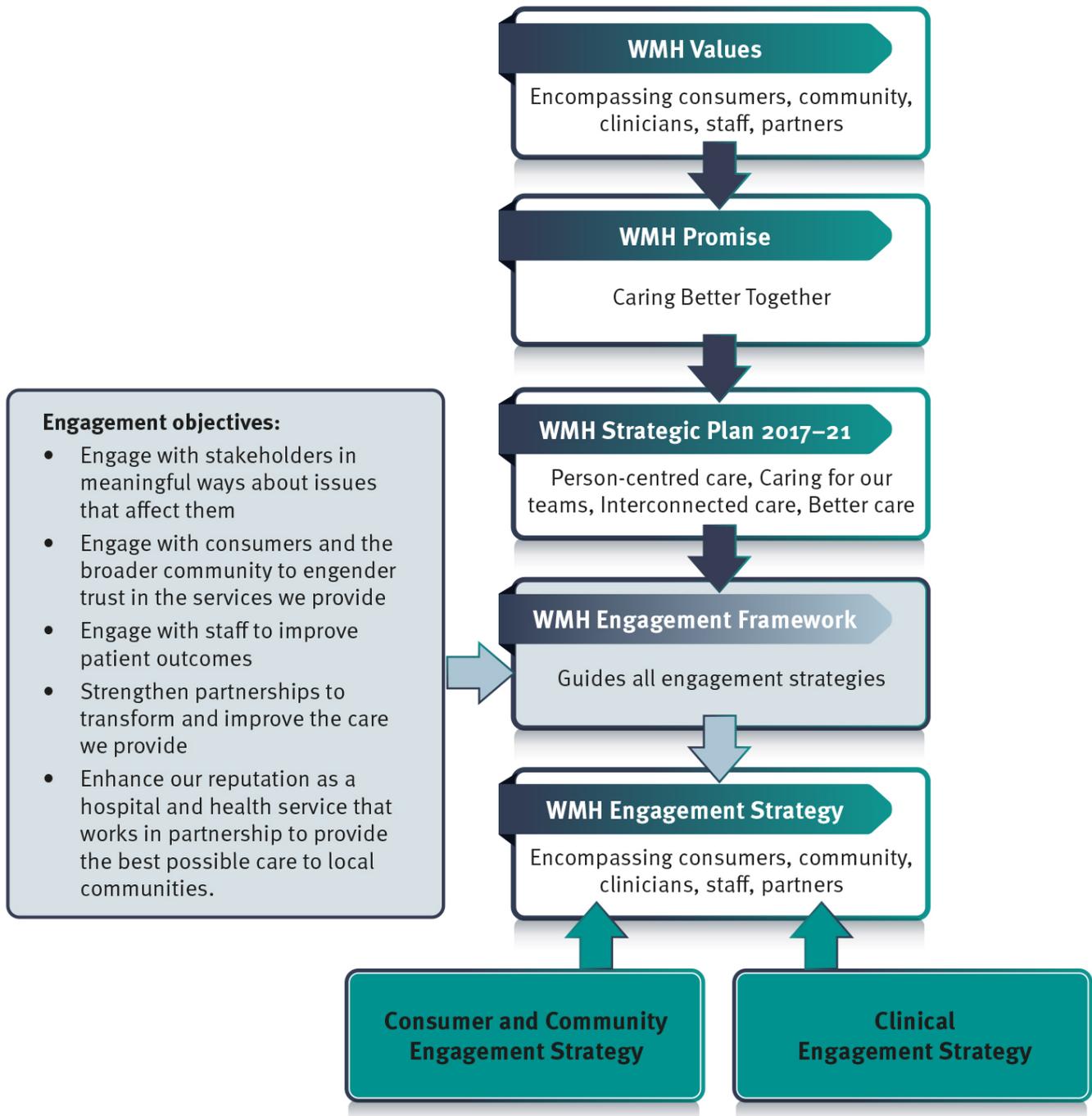
External stakeholders

- Consumers including patients and their families and carers, and visitors
- Consumer and carer representatives from the Consumer Representative Network
- Community Reference Groups
- Broader community
- First Nations Elders
- First Nations advocacy groups
- Culturally and linguistically diverse community
- Kambu Health
- Unions
- General Practitioners
- Australian Medical Association Queensland
- Darling Downs and West Moreton Primary Health Network
- Queensland Ambulance Service
- Queensland Police Service
- Residential and Aged Care Facilities
- Ipswich Hospice
- St Andrews and Mater Springfield private hospitals
- Health equity partners who have an influence on and/or interest in the social determinants of health including non-government organisations
- Local Level Alliances including the National Disability Insurance Scheme
- Relevant Federal Government agencies and State Members of Parliament
- Relevant State Government agencies and State Members of Parliament
- Relevant local government work units, and elected representatives
- Peak bodies and industry associations
- Ipswich Hospital Foundation
- Foundations, clubs, charities
- Universities
- TAFE
- Schools
- RAAF Amberley
- Media

Evaluation

The effectiveness of our Engagement Framework will be evaluated by:

- Use of the Framework in staff induction material
- Use of the Framework in leadership material
- Use of the Framework for periodic review of stakeholder engagement strategies
- Use of the Framework in planning and undertaking engagement with internal and external stakeholders
- Feedback from regular staff meetings
- Feedback from regular consumer and community group meetings
- Feedback from regular partner meetings



West Moreton Health Engagement