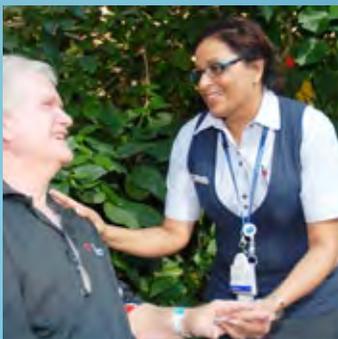


Metro South Health Consumer and Community Engagement Strategy

2012–2015



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Metro South Health Clinician Engagement Strategy 2012–2015

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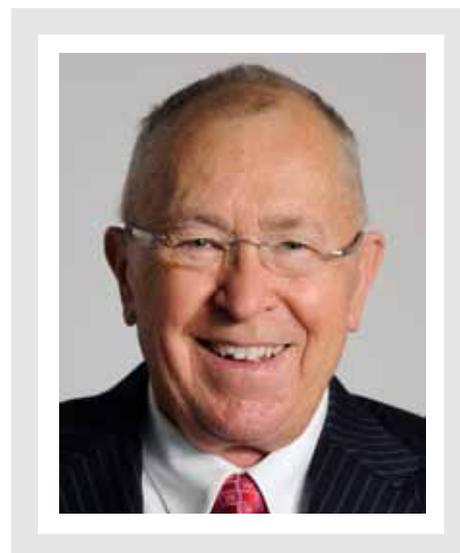
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It is with great enthusiasm that I present the *Metro South Health Consumer and Community Engagement Plan 2012-2015*.

The Metro South Hospital and Health Board is committed to empowering local communities with a greater say over their local health services in line with the Government's *Statement of Health Priorities*.

We are doing that through respectful and purposeful engagement with consumers, carers and the community.

We recognise that these groups have the skills, strengths, experiences and knowledge that are integral to building health services that are responsive to the community's needs. Seeking their input into our planning, design and evaluation of services not only ensures we deliver the quality health care the community deserves, but also that we deliver our services efficiently and with accountability.



Engagement occurs on a daily basis within Metro South Health, and I acknowledge the hard work and commitment of all our staff to ensure consumers, carers and the community are involved in decisions about their health care and the services provided.

Developing and maintaining strong partnerships with a range of stakeholders is a priority for Metro South Health. We recognise that these partnerships are necessary across a range of sectors to ensure we build a comprehensive health system that delivers the highest quality patient experience. As such, Metro South Health has already formed strong partnerships with a number of organisations and we will seek similar partnerships through a range of sectors.

The diversity and complexity of the population within the Metro South region presents a range of opportunities and challenges for Metro South Health in providing appropriate health care and services. I am confident that we can work in partnership with the community to successfully meet the health needs of our population.

We are committed to listening to the voices of consumers, carers and the community and look forward to working in partnership with you as we strive to deliver high quality health care across Metro South.

Terry White AO

Chair, Metro South Hospital and Health Board

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Our promise to the community

Metro South Hospital and Health Service (Metro South Health) is committed to engaging with consumers and the community in a respectful and purposeful way, and will use engagement processes that are appropriate for those involved, the issues at hand and the decisions to be made.

In fulfilling our commitment, Metro South Health has adapted the IAP2 code of ethics¹ to guide the development, implementation and evaluation of consumer and community engagement.

Purpose. We support consumer and community engagement as a process to make better decisions that incorporate the interests and concerns of all affected stakeholders and meets the needs of the decision making body

Role of Practitioner. We will enhance consumer and the community's participation in the decision making process (governance) and assist decision makers in being responsive to the concerns and suggestions of consumers and the community.

Trust. We will undertake and encourage actions that build trust and credibility for the process and among all the participants.

Defining the Role of Consumers and the Community. We will carefully consider and accurately portray the role of consumers and the community in the decision making process.

Openness. We will encourage the disclosure of all information relevant to consumer and the community's understanding and evaluation of a decision.

Access to the Process. We will ensure that stakeholders have fair and equal access to the engagement process and the opportunity to influence decisions.

Respect for Communities. We will avoid strategies that risk polarizing community interests or that appear to 'divide and conquer'.

Commitments. We will ensure that all commitments made to consumers and the community, including those by the decision maker, are made in good faith.

¹ International Association of Public Participation (IAP2) IAP2 Code of Ethics, retrieved 18 September 2012 at <http://www.iap2.org/displaycommon.cfm?an=1&subarticlenbr=8>.

Executive Summary

The *Metro South Health Consumer and Community Engagement Strategy 2012-2015* (the Strategy) has been developed using evidence from Health Consumers Queensland (HCQ) and the International Association of Public Participation (IAP2), and aims to ensure an appropriate response to the *National Safety and Quality Health Service Standards*, in particular Standard 2 (Standard 2)².

At the core of the Strategy is a participatory governance framework, which will enable consumers and the community to have a voice in service planning and design, service delivery and service monitoring and evaluation of health services and programs within Metro South Health.

To inform the development of the Strategy, key stakeholders were identified and invited to provide feedback. The Strategy is divided into four sections:

Section 1	includes an overview of the legislative and policy context in which the Strategy has been developed.
Section 2	describes the Metro South Health Consumer and Community Engagement Framework.
Section 3	describes the governance of the Metro South Health Consumer and Community Engagement Model.
Section 4	describes the key requirements for implementing the Strategy.

In implementing the Strategy, the diverse and complex demography within Metro South Health will impact on the effectiveness and level of engagement that can be achieved. This complexity highlights the need for a consistent and comprehensive approach to consumer and community engagement that identifies and responds to the diverse needs of consumers and the community.

To achieve the highest level of quality and effective consumer and community engagement, while maintaining a commitment to efficiency of resources, the Strategy will build on existing resources within the health system and the community, and will avoid duplication. To achieve this, Metro South Health will adopt a staged approach to achieve the purpose of the Strategy. Specifically Metro South Health will:

- » Realign existing Metro South Health staff to lead the implementation of the Strategy and support facilities in meeting quality and safety standards relating to consumer and community engagement
- » Utilise existing groups and networks to engage consumers and the community e.g. consumers identified through ARC Citizens Jury research
- » Leverage relationships with Medicare Locals to develop and implement high-level engagement mechanisms, and work in partnership to respond to shared issues
- » Identify opportunities to include consumers and/or the community on existing reference/ steering/working groups e.g. Safety and Quality Meetings
- » Develop new reference groups which include consumers and/or the community where gaps are identified
- » Further build capacity internally and externally to ensure effective engagement occurs
- » Develop and implement high-level engagement mechanisms, particularly those to be shared with Medicare Locals.

² Australian Commission on Safety and Quality in Healthcare (ACSQHC) (2011) National Safety and Quality Health Service Standards, (ACSQHC), Sydney.

Definitions

The following definitions have been taken from HCQs Consumer and Community Engagement Framework³:

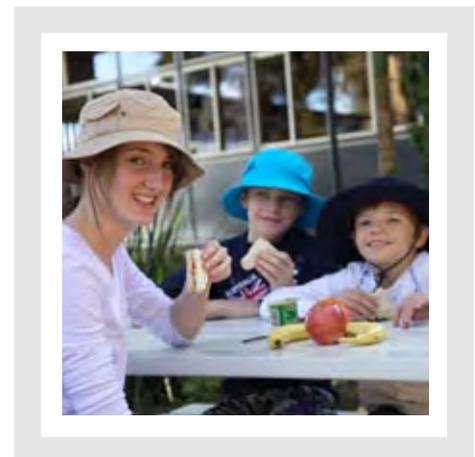
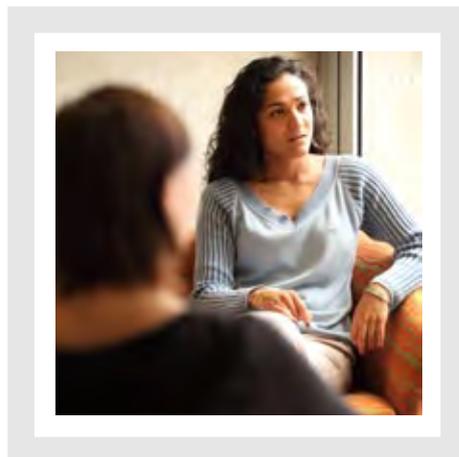
Consumers – are people who use, or are potential users, of health services, including their family and carers. Consumers may participate as individuals, groups, organisations of consumers, consumer representatives or communities.

Carers – the *Carers (Recognition) Act 2008* identifies a carer as an individual who provides, in a non-contractual and unpaid capacity, ongoing care or assistance to another person who, because of disability, frailty, chronic illness or pain, requires assistance with everyday tasks.

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.

Consumer engagement – informs broader community engagement. Health consumers actively participate in their own healthcare, and in health policy, planning, service delivery and evaluation at service and agency levels.

Community engagement – refers to the connections between government, communities and citizens in the development and implementation of policies, programs, services and projects. It encompasses a wide variety of government-community interactions ranging from information sharing to community consultation and, in some instances, active participation in government decision making. It incorporates public participation, with people being empowered to contribute to decisions affecting their lives, through the acquisition of skills, knowledge and experience.



³ HCQ, op. cit.

Section 1

Overview of Legislative and Policy Context



Purpose

The purpose of the Strategy is to describe the mechanism for embedding effective engagement in Metro South Health organisational culture and practice for Metro South Health to meet the legislative requirements of the *Hospital and Health Boards Act 2011* (the Act) and the *National Safety and Quality Health Service Standards*. The Strategy provides the mechanism to enable Metro South Health to better plan, design and deliver services that meet the needs of the people who use them, to gather feedback about initiatives and reforms that will impact upon service delivery and to monitor the quality and safety of providers to deliver improved services for consumers and the community.

The Consumer and Community Engagement Strategy:

- » Aligns with the *Metro South Health Strategic Plan 2012-2016*, *Metro South Health Communication Plan*, *Statement of Government Health Priorities*
- » Enables Metro South Health to meet its key performance indicators and national quality and safety standards
- » Complements the *Greater Metro South Brisbane Medicare Local Engagement Strategy*
- » Fulfils the requirements of Section 40 of the *Hospital and Health Boards Act 2011*.

Consultation Process

In recognition that consumers and the community in our catchment are often over-consulted, we have used a variety of methods to develop the Strategy. In particular we have:

- » Incorporated existing models of practice. We have sourced information from, Health Consumers Queensland and the International Association of Public Participation (IAP2)
- » Collated feedback from previous consultation, planning and engagement activities
- » Gathered feedback from our consumers and communities through existing mechanisms.

The consultation process to develop the Strategy had a threefold purpose: informing, engaging and learning. The aim was to:

- » Inform consumers, community and Metro South Health staff of the Strategy
- » Understand key issues in relation to consumer and community engagement
- » Engage high-level executives, the community and consumers in the process
- » Explore methods of consumer and community engagement which may be applied within Metro South Health.

A snowball sampling method was applied to identify potential participants. Consumers were identified through current research undertaken by Griffith University in partnership with Metro South Health regarding the use of Citizen Juries, previous members of the Metro South Health Community Councils, consumers currently employed by Metro South Health and members of the community identified by staff and/or other stakeholders. Using this sampling process, the total number of possible stakeholders was 60, of which 46 provided a response within the allocated timeframe. It is anticipated that additional feedback will be incorporated into the development of policies and procedures which will support the implementation of the Strategy.

Legislative and Policy Context

The Final Report of the National Health and Hospitals Reform Commission identified a need for long-term national health reform in Australia to ensure all states and territories were able to provide sustainable, high quality health care. This report resulted in Commonwealth, State and Territory governments agreeing to transform the Australian health system. Queensland started the implementation of these reforms from 1 July 2012. One of the aims of these health reforms has been to strengthen the engagement of clinicians, consumers and the community at the local level.

In accordance with Section 40 of the Act, it is a legislative requirement for each Hospital and Health Service to develop and publish a consumer and community engagement strategy. The *Hospital and Health Boards Regulation 2011* (the Regulation) Section 13, details the prescribed minimum requirements for the consumer and community engagement strategy. These requirements have been adhered to in the development of this Strategy to promote consultation with consumers and the community to ensure services at Metro South Health are consumer- and community-driven.

National Safety and Quality Health Service Standards

In addition to meeting the legislative requirements for consumer and community engagement, the Strategy is aligned with the *National Safety and Quality Health Service Standards*, in particular, Standard 2: Partnering with Consumers. This will provide a further mechanism to drive consumer and community engagement in a range of clinical settings. The intention of this Standard is to ‘create a health system that is responsive to patient, carer and consumer input and needs’⁴.

Criteria to achieve the Partnering with Consumers Standard⁵:

- » **Consumer partnership in service planning** - Governance structures are in place to form partnership with consumers and/or carers.
- » **Consumer partnership in designing care** - Consumers and/or carers are supported by the health service organisation to actively participate in the improvement of the patient experience and patient health outcomes.
- » **Consumer partnership service measurement and evaluation** - Consumers and/or carers receive information on the health service organisation’s performance and contribute to ongoing monitoring, measurement and evaluation of performance for continuous quality improvement.

Relationship with Metro South Health Clinician Engagement Strategy

The Act requires Hospital and Health Services to develop a Clinician Engagement Strategy as one of its core engagement processes. Metro South Health recognises that people who directly provide clinical services are best placed to identify improvements to service delivery and patient care outcomes.

The *Metro South Health Clinician Engagement Strategy* is designed to ensure local clinicians have a voice in the planning, implementation and review of services in Metro South Health. To enable a coordinated approach to engagement within Metro South Health, the Strategy will align with the *Metro South Clinician Engagement Strategy* via the Clinical Council’s involvement in the governance of the Strategy.

⁴ ACSQHC, loc. cit.
⁵ ACSQHC, ibid.

Relationship with Medicare Local

The Act requires Hospital and Health Services to develop a Protocol for working with Medicare Locals. To enable a co-ordinated approach to consumer and community engagement across Metro South Health, Metro South Health will work closely with both the Greater Metro South Brisbane Medicare Local and the West Moreton-Oxley Medicare Local to undertake joint planning for consumer and community engagement as outlined in the Working Together Agreement (Schedule 2). Recognising the strategic linkages between Metro South Health and Greater Metro South Brisbane Medicare Local, the *Working Together Agreement* provides a framework 'to build on the commitment between our two organisations to work together on issues and projects of mutual synergy'.

With both Metro South Health and Greater Metro South Brisbane Medicare Local having responsibilities for engaging consumers and the community, there are commonalities of strategies and opportunities for both organisations to work together to:

- » Develop a shared understanding of the local consumer and community profile
- » Identify stakeholders
- » Map current consumer and community engagement activities occurring in the geographic boundaries
- » Identify key issues arising from engagement processes
- » Undertake joint planning of engagement processes where appropriate.

To achieve this, it is proposed that the Metro South Health and Greater Metro South Brisbane Medicare Local staff responsible for consumer and community engagement will:

- » Meet on a regular basis to share information, undertake joint planning and share expertise
- » Utilise shared Consumer and Community Engagement structures.

Review and Reporting

Metro South Health is required by the Act to review the Consumer and Community Engagement Strategy within three years with consumers and the community involved in the process. The Metro South Hospital and Health Service Board (the Board) is required to produce an annual report which will include a report on the activities, achievements and outcomes of the Strategy. The Board is required to communicate the results of the engagement process to consumers and the community.

In implementing the engagement strategy, it is acknowledged that a number of supporting tools, training opportunities and resources will need to be in place, to enable staff, consumers and the community to participate in engagement processes effectively and efficiently.

Related Documents

The following documents are relevant to the Strategy:

- » *Hospital and Health Boards Act 2011*
- » *Hospital and Health Boards Regulation 2011*
- » *Metro South Health Clinician Engagement Strategy*
- » *Health Consumer Queensland's Consumer and Community Engagement Framework*
- » *Greater Metro South Brisbane Medicare Local Stakeholder Engagement Strategy*
- » *National Safety and Quality Health Service Standards.*

Consumer and Community Engagement Priority Areas

Three priority areas have been identified for consumer and community engagement:

Priority One: Consumer and Community Partnerships

Priority Two: Capacity to engage

Priority Three: Patient Safety.

Consumer and Community Engagement Strategic Objectives

Objective One: Governance

Establish governance structures to facilitate partnerships with consumers and the community, which will inform decision making within Metro South Health.

Objective Two: Effective Partnerships

Build effective partnerships, internally with staff and externally with stakeholders, to facilitate the delivery of quality healthcare.

Objective Three: Policies/ Procedures/ Protocols

Implement policies/ procedures/protocols to underpin all activity in relation to consumer and community engagement.

Objective Four: Confidence and Competency

Build confidence and competency of staff, consumers and the community to lead and/ or participate in service planning and design, service delivery and service monitoring and evaluation.

Objective Five: Systems and Technology

Establish information systems which will enable effective consumer and community engagement.

Objective Six: Resourcing

Identify a range of resources (existing and new) which will support the implementation of the Strategy in an economically-viable way.

Objective Seven: Quality and Safety

Establish mechanisms to meet the requirements of legislative and accreditation standards for consumer and community engagement.

Metro South Health Strategic Objectives

Metro South Health's mission as articulated in the *Metro South Strategic Plan 2012-2016* is to deliver high quality health care through the most efficient and innovative use of available resources. This is driven by the following objectives:

- » Improving services for patients
- » Implementing reform of the Queensland health system in Metro South
- » Focusing resources on frontline services
- » Ensuring accountability and confidence in the health system.

The *Metro South Health Consumer and Community Engagement Strategy* contributes to the achievement of these objectives by responding to the following priorities and performance indicators outlined in the *Metro South Health Strategic Plan 2012-2016*:

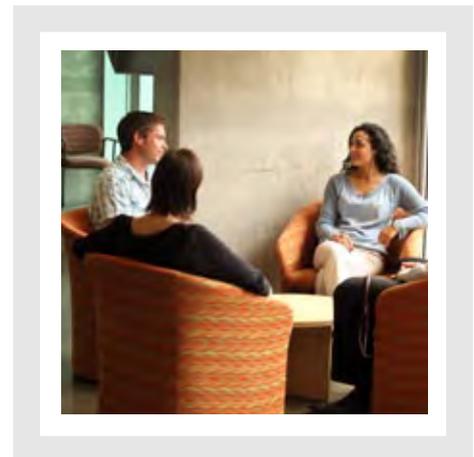
Metro South Health Priority	Metro South Health Performance Indicator	Corresponding Engagement Strategy Objective and/or activity
Empower local communities with a greater say over their hospital and local health services.	Consumer and community engagement strategy developed and endorsed.	<i>Metro South Health Consumer and Community Engagement Strategy</i> endorsed by December 2012
Ensure the involvement of clinicians in the planning, implementation and evaluation of healthcare.	<i>Clinician Engagement Strategy</i> developed and endorsed.	Objective Two
Establish a person-centred approach to care, placing the individual at the centre of all services they receive.	A network of health resources to assist consumers to manage their own health is developed in 2013 and expanded yearly.	Objective Four Objective Five Objective Seven
	Yearly improvement in patient participation in decision making identified in the patient satisfaction surveys.	Objective Four Objective Seven
Ensure our services are appropriately delivered and meet the changing needs of our communities.	Agreed plan for the future role of Wynnum Hospital finalised by March 2013 and implemented by December 2014.	Objectives One - Seven
	Plan for re-establishing obstetric and procedural services finalised by December 2012 and implemented by June 2014.	Objectives One - Seven
Ensure that the planning of future health services is based on population growth, demographics and health needs.	Clinicians, key organisations and community is consulted in health service planning.	Objectives One - Seven
Improve the safety and quality of health services.	Meet each of the agreed safety and quality targets; Meet safety and quality compliance requirements; patient satisfaction to $\geq 92\%$ and patient engagement rates $\geq 90\%$.	Objective Six Objective Seven

Engaging Diverse Communities

The diversity and complexity of the population within Metro South Health creates opportunities and challenges for health services in providing policies, programs and services that successfully meet the needs of the population.

To ensure diverse communities are appropriately engaged, Metro South Health will apply appropriate engagement protocols, and will build capacity internally and externally by:

- » Enhancing cultural competence of Metro South Health staff
- » Providing effective language support services and interpreters for consumers
- » Maintaining community profiles and demographic data
- » Providing flexible engagement mechanisms i.e. engagement occurs within the community rather than a health facility
- » Promoting health services to diverse communities through inclusive branding and images.



Section 2

Metro South Consumer and Community Framework

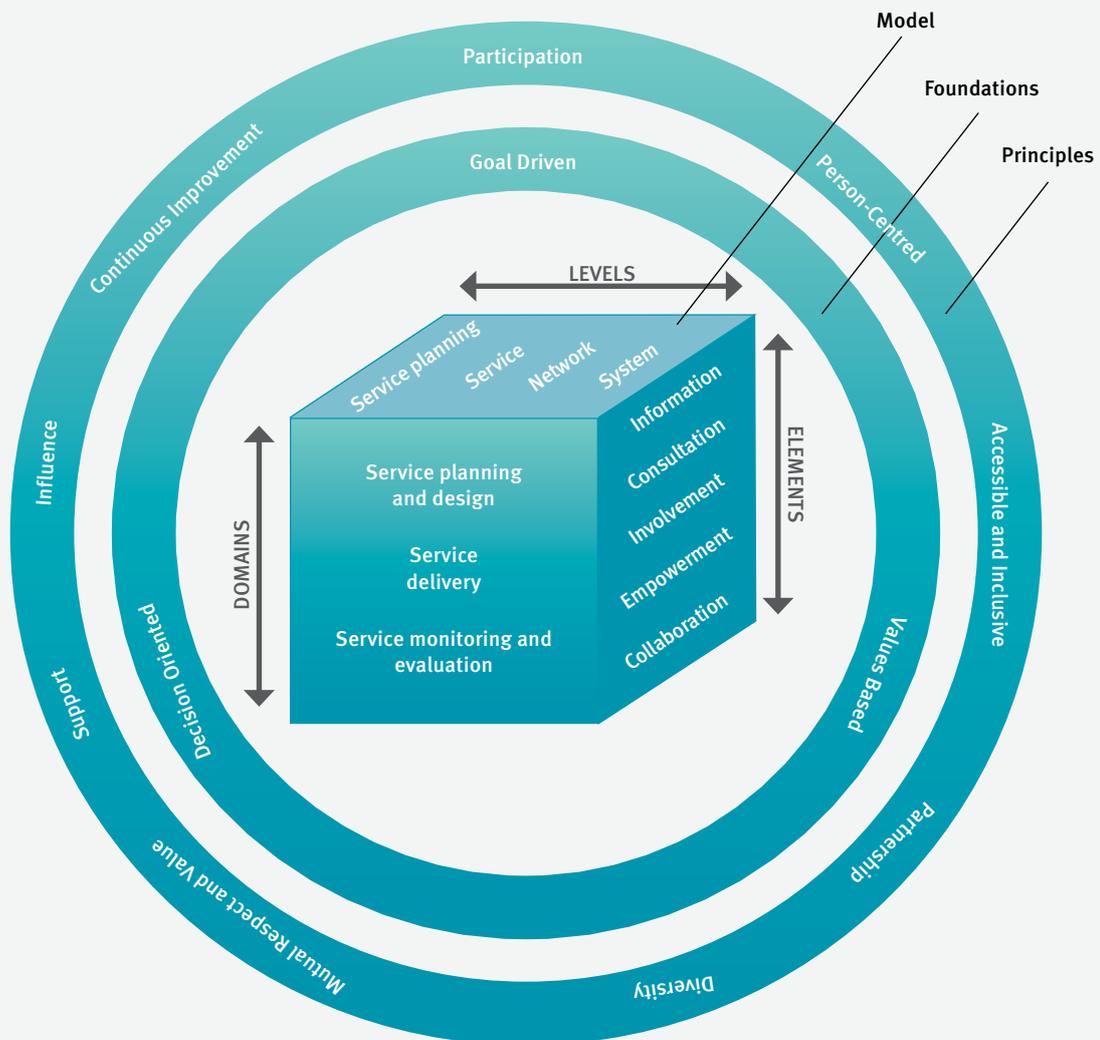


The Metro South Health Consumer and Community Engagement Framework is based on HCQ's *Consumer and Community Engagement Framework*⁶ and comprises:

- » Component One: Principals of Consumer and Community Engagement
- » Component Two: The Foundations for Engagement
- » Component Three: The Model of Consumer and Community Engagement (Domains, Levels and Elements of Engagement).

Figure 1 illustrates the framework.

Figure 1: Metro South Health Consumer and Community Engagement Framework



⁶ HCQ, op. cit.

Component One: Principles of Consumer and Community Engagement

The principles of consumer and community engagement contribute to enhancing the services and healthcare that is delivered by health service organisations (Table 1). They reflect the principles underpinning current state and national health reforms, build upon the principles in HCQ's *Consumer and Community Engagement Framework* and State government principles of community engagement.

Table 1: Principles of consumer and community engagement⁷

Principle		Principle Statement	Principle in practice
Principle 1	Participation	Consumers and communities participate and are involved in decision making about the healthcare system.	Metro South Health involves consumers and communities in decision making and demonstrates how it uses consumer and community feedback to plan, design, deliver and monitor and evaluate services.
Principle 2	Person-centred	Engagement processes are consumer and community centred.	Metro South Health enhances the way it undertakes engagement in a way that is person-centred and values the needs of consumers, their families/carers and the community.
Principle 3	Accessible and inclusive	The needs of consumers and communities who may experience barriers to engage effectively are considered to enhance their accessibility and inclusion.	Metro South Health examines barriers that consumers and communities experience to engage meaningfully and develops strategies to increase access and inclusion for people who are marginalised and experience poorer health outcomes.
Principle 4	Partnership	Consumers, community and health service organisations work in partnership.	Metro South Health partners with consumers and the community at all levels of engagement around planning, designing, delivery and monitoring and evaluation of services.
Principle 5	Diversity	The engagement process values and supports the diversity of consumers and communities.	Metro South Health understands the different populations of consumers and communities, and engages with a diverse range of individuals and groups, for example people with a disability, older persons, Aboriginal and Torres Strait Islander people, young people, people with a mental illness and people from culturally and linguistically diverse backgrounds.
Principle 6	Mutual respect and value	Engagement is undertaken with mutual respect and valuing of each other's experiences and contributions.	Metro South Health works with consumers and communities in a respectful way that values the contribution that consumer and communities bring to improving service planning, provision, monitoring and review as well as overall system outcomes.
Principle 7	Support	Consumers and communities are provided with the support they need to engage meaningfully with the healthcare system.	Metro South Health undertakes a process to understand the needs of consumers and the community, and implements processes to provide them with the support that they need to engage.
Principle 8	Influence	Consumer and community engagement influences health policy, planning and system reform, and feedback is provided about how the engagement has influenced outcomes.	Metro South Health utilises the information and feedback gained through engagement to improve health policy, planning, and service delivery and design, and ensures that consumers and communities are provided with feedback about the changes their input has achieved.
Principle 9	Continuous improvement	Consumer and community engagement is reviewed and evaluated to drive continuous improvement.	Metro South Health uses information from the review and evaluation of its engagement activities to improve future engagement and share learning and knowledge with staff members of the organisation.

⁷ HCQ, op. cit.

Component Two: Foundations for engagement

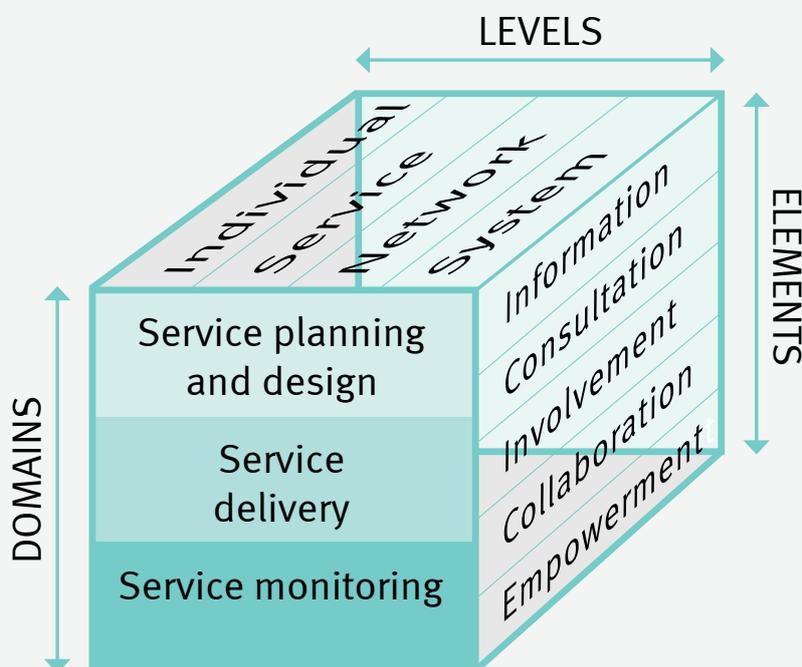
Element Two of the Framework adopts IAP2's foundations of public participation⁸. The foundations guide the level of participation to be applied to a project or initiative, and are:

- » Values based
 - » Values held by the community, stakeholders and hospital health service will affect how people:
 - » Perceive the decision making process
 - » Participate – or not
 - » Perceive the decision outcome.
- » Decision oriented
 - » A decision is to be made and the engagement of consumers and the community can affect the decisions formulation and outcome.
- » Goal driven
 - » Specific, purposeful, productive outcomes are to be achieved with consumers and the community. The selected level of public participation and engagement mechanisms should meet the goals of the level selected.

Component Three: The Domains, Levels and Elements of Engagement

The engagement model at the centre of the Strategy is illustrated in Figure 2.

Figure 2: Model of consumer and community engagement⁹



⁸ IAP2, IAP2 Foundations of Public Participation, retrieved on 2 October 2012 at <http://www.iap2.org.au/sitebuilder/resources/knowledge/asset/files/38/foundationsdocument.pdf>

⁹ HCQ, op. cit.

Domains of health service operation

Consumer and community engagement occurs within the three key domains of health service operation¹⁰:

- » **Service planning and design** which informs priority setting and resource allocation
- » **Service delivery** which informs recommendations to improve patient flow, experience, quality and safety
- » **Service monitoring and evaluation** which informs the use of evaluation and performance data to identify and drive improvement.

These three domains of service operation reflect the *National Safety and Quality Health Service Standards*, in particular Standard 2, which established criteria across the three key areas of service planning, designing care and service measurement and evaluation.

Levels of engagement

Consumer and community engagement operates at four different levels within the health system: at the individual patient level at the point of care; at the program, service and facility level; at the regional network level; and at a broad system policy making level. The levels of engagement are presented in Table 2.

Table 2: Levels of Engagement¹¹

Level of engagement	Principle Statement	Principle in practice
1. Individual	» Individual healthcare	This level focuses on engaging with the individual consumer and/or their family/carer as partners in their own healthcare, support and treatment.
2. Service	» Program delivery » Service delivery » Facility/hospital	This level focuses on engaging with consumers and the community to have input into how programs, services, or facilities are delivered, structured, evaluated and improved.
3. Network	» Health and Hospital Services » Medicare Local » Non-government Community Services Network	This level focuses on how health service organisations such as HHSs and Medicare Locals engage with consumers and community at the regional level.
4. System	» Local government » State government » Commonwealth government	This level focuses on how consumers and communities engage to influence and input on health policy, reform and legislation at the system level across local, state and Commonwealth jurisdictions.

Elements of engagement

The Framework's approach to effective consumer and community engagement recognises that engagement occurs at any or all of the five elements. The elements of engagement occur along a spectrum, and involve an increasing level of consumer and community participation from information through to empowerment.



¹⁰ HCO, op. cit.

¹¹ HCO, op. cit.

A description of the elements of the engagement spectrum are presented in Table 3. This table details the goal of engagement, the level of consumer and community influence and the promise to the community¹².

Table 3: Elements of engagement explained

	Element of engagement				
	<i>Inform</i>	<i>Consult</i>	<i>Involve</i>	<i>Collaborate</i>	<i>Empower</i>
Community engagement goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the community	Metro South Health will keep you informed.	Metro South Health will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input can influence the decision.	Metro South Health will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	Metro South Health will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible.	Metro South Health will implement what you decide.
Level of consumer/ community interface	Level of consumer/ community influence is nil	Consumer/ community involvement and influence is low	Consumer/ community have some influence	High consumer/ community involvement and influence	Consumer/ community control

¹² IAP2, IAP2 Public Participation Spectrum, retrieved on 2 October 2012 at <http://www.iap2.org.au/sitebuilder/resources/knowledge/asset/files/36/iap2spectrum.pdf>

Mechanisms for Engaging Consumers and the Community

When engaging with consumers and community, Metro South Health will select from a suite of identified engagement strategies. Selection of strategies will reflect the element/ level of engagement and decision to be made. The selected engagement mechanisms will be incorporated into a broader issue specific engagement plan. An example of engagement mechanisms is provided in Table 4.

Table 4: Example Engagement Mechanisms across the Elements of Engagement¹³

Inform	Consult	Involve	Collaborate	Empower
<ul style="list-style-type: none"> » Media releases » Fact sheets » Virtual town square » Websites » Displays 	<ul style="list-style-type: none"> » Focus groups » Surveys » Submissions » Virtual town square » Discussion papers 	<ul style="list-style-type: none"> » Workshops » Discrete Choice Experiment » Virtual town square » Roundtables » Conferences » Working parties 	<ul style="list-style-type: none"> » Citizen Jury » Participatory decision making » Advisory committees » Taskforces » Working parties 	<ul style="list-style-type: none"> » Citizen Jury » Steering committees » Quality committees » Boards » Policy councils



¹³ HCQ, op. cit.

Section 3

Leadership and Governance



Metro South Health recognises that engagement extends beyond informing the public, to enabling the public to have access to the decision making process. To provide a clear pathway for consumers and the community to have a voice in service planning and design; service delivery; service monitoring and evaluation; and safety and quality, Metro South Health has adopted a participatory governance framework.

The essence of participatory governance is to provide non-government stakeholders, both individuals and organisations, with a means to genuinely and actively be part of the process of planning, implementation and evaluation of health services.

The Metro South Health participatory governance framework acknowledges:

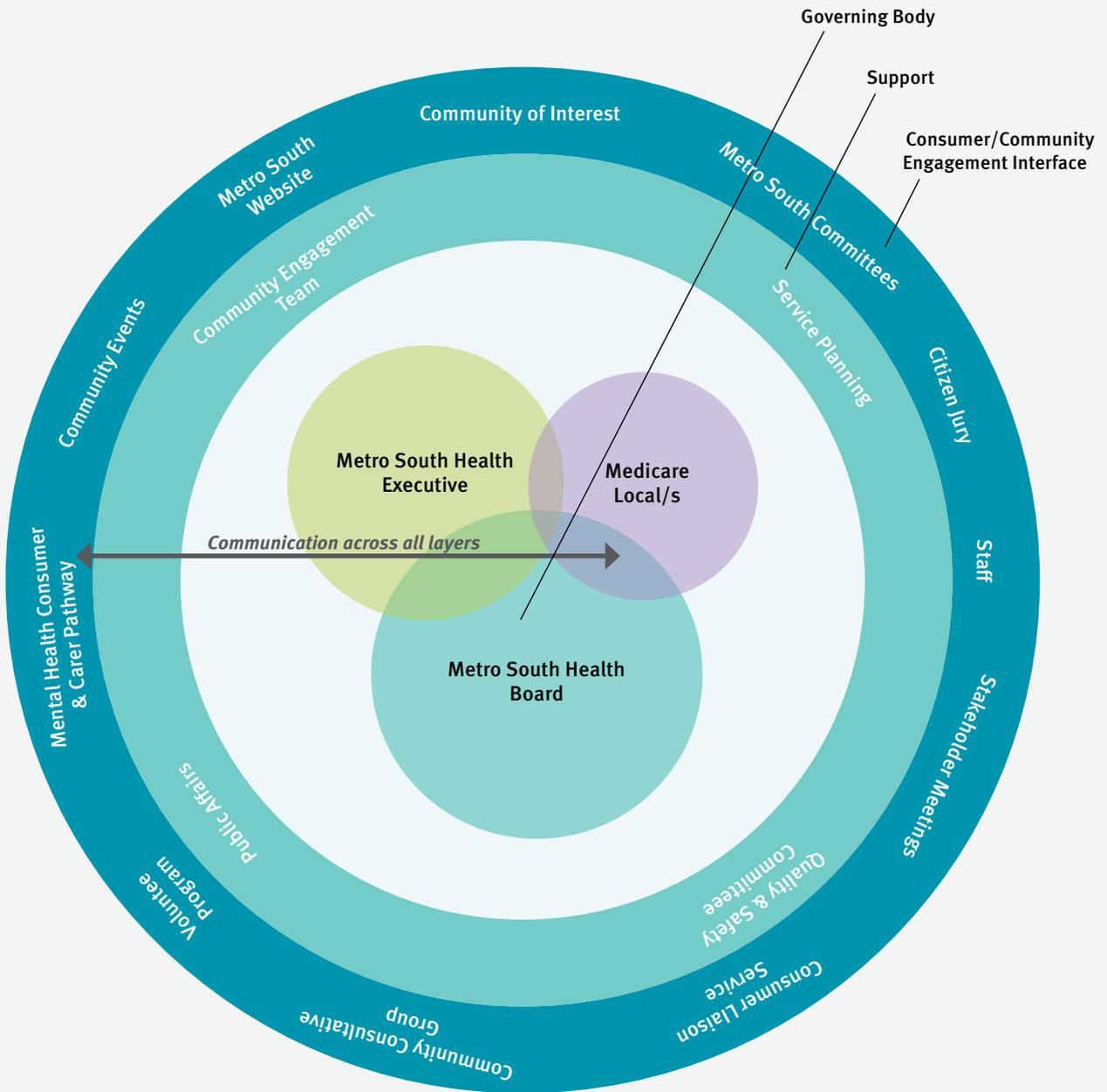
- » All relevant stakeholders take part in decision making processes and are also able to influence the decisions in the sense that at the end of the decision making process all parties feel that their views and interests have been given due consideration even if they are not always able to have their way.
- » Participation is shaped by the problem at hand, the techniques and resources available and, ultimately a political judgement about the importance of the issue and the need for public involvement¹⁴.
- » A good fit between the purpose, timing within the decision making cycle, choice of stakeholder and mechanism to engage is essential.
- » When an active participation process occurs i.e. empowering/ collaborating as per the Metro South Health Engagement Model, a partnership is developed where Metro South Health works with consumers/ community to not only provide feedback on how their input affected decisions, but also develop options reflecting their concerns. However, the final decision rests with government.
- » That at specified times Metro South Health may choose to delegate authority to others in decision making, or to give others joint decision making powers. This will involve a process of engaging with stakeholders on their terms, and/or as initiated by others, for example, in redesigning patient information brochures.
- » That a risk management approach will be applied to assist in working out the consequences of involvement: not just the benefits, but also the costs in terms of time and resources and ultimately what impact can be expected on the desired outcome.

The Metro South Health Model of Engagement is presented in Figure 3. The Model of Engagement encompasses three components:

- » Governing body
- » Monitoring and co-ordination and support
- » Consumer and community interface.

¹⁴ Bishop, P. and Davis, G. (2002) 'Mapping Public Participation in Policy Choices', Australian Journal of Public Administration, 61(1).

Figure 3: Metro South Health Model of Engagement



The roles and function that underpin the governance structure are described in Table 5.

Table 5: Governance within the MSH Model of Engagement

Role		Function
Governing body	Metro South Hospital and Health Board	Strategic direction and approval
	Medicare Local/s	As per <i>Working Together Agreement</i>
	Metro South Health Executive	<ul style="list-style-type: none"> » Strategic direction and identification of priorities » Policy development and implementation » Identification of opportunities for working in partnership » Reporting to Board.
Monitoring, Co-ordination and Support	Metro South Community Engagement Team	<p>Lead consumer and community engagement across MSH, including:</p> <ul style="list-style-type: none"> » Develop and implement consumer and community policy/ protocols and procedure where none exist » Identification/ development of supporting tools/ resources » Facilitate training for staff, consumers and community to enable effective engagement and decision making » Co-ordinate, monitor and collate engagement activities across MSH » Support Facilities in addressing safety and quality standards. <p>Support is provided across all levels of engagement: individual, service, network, system. The engagement team are a support function and do not hold any decision making powers.</p>
	Metro South Health Service Planning Team	<ul style="list-style-type: none"> » Provide data and other background information to assist in the identification of key issues to engage on. » Provide data and other background information to assist in all stakeholders in the decision making process. » Assess data provided by stakeholders for planning purposes. <p>Support is provided across all levels of engagement: individual, service, network, system. The Health Service Planning Team are a support function and do not hold any decision making powers.</p>
	Metro South Health Public Affairs Team	<ul style="list-style-type: none"> » Market the <i>Metro South Health Consumer and Community Engagement Strategy</i> » Management of media related to engagement activities. » Promote public forums and consumer and community engagement opportunities. <p>Support is provided across all levels of engagement: individual, service, network, system. Public Affairs are a support function and do not hold any decision making powers.</p>
	Quality and Safety Committees	Metro South Health Quality and Safety Committees provide expert advice and support regarding the implementation of engagement strategies to meet legislative and accreditation standards.
Consumer/community engagement interface	Metro South Health Community of Interest	<p>By registering to be part of the Metro South Community of Interest, consumers and the community will have opportunities to interact with Metro South Health through a variety of means. Interaction may be at a:</p> <ul style="list-style-type: none"> » Low level: regular information about Metro South activities is provided » Medium level: this includes participation on focus groups and providing feedback regarding Metro South publications » High Level: this includes active participation on regular committees or working groups.
	Standing members on committees	<p>Those who have registered to be part of the Metro South Community of Interest at a 'high level' will be invited to participate on committees via an expression of interest and informal interview.</p> <p>Decision-making powers reside at the individual/ service/ facility level.</p>

Consumer/community engagement interface, cont'd	Metro South Health Citizen Jury	The Citizen Jury is a way of seeking informed public views using a democratic, deliberative process.
	Metro South Health Staff	Undertake engagement activities on a localised level. Decision making powers reside at the individual level ie patient/ clinician contact.
	Community Consultative group for the Determinants of Health	This is a network of non-government organisations with the following objectives: <ul style="list-style-type: none"> » Policy Advice for Healthier Communities » Engagement and Partnerships to Build Better Services, Systems and Stronger Communities » Social and Health Planning to Prevent and Manage Illness in the Community » Capacity Building and Innovation for Hospital Avoidance. Decision making powers will be dependant on the level of engagement required.
	Volunteer program	Volunteers can provide a range of services fore patients: <ul style="list-style-type: none"> » Spend time with patients for companionship » Bring patients books and magazines » Run errands for patients, like shopping, paying bills, etc. » Escort patients on admission and discharge and help with their belongings » Provide a range of recreational activities like playing board games, bingo, and cards » Help patients write letters to loved ones. Volunteers also help run some of the canteens and are an important part of fundraising to help buy the equipment needed to deliver a quality health service. Many of volunteers also speak a foreign language.
	Community events and forums	Information about community events and forums will be promoted via our website, health centres and the media.
	Metro South Health website	Metro South Health will regularly update the Consumer and Community Engagement website. Consumers and community members are also able to provide feedback via the 'suggestion box'.
	Consumer Liaison Service	Provides a key point of contact for consumers regarding complaints and compliments regarding our services.
	Stakeholder meetings	Metro South Health will engage with key stakeholders to determine how they would like to engage with Metro South Health on specific issues as they arise.
The Mental Health Consumer and Carer Pathway	Aims to embed a consumer and carer perspective within mental health services through the engagement of staff who can provide a voice, and a connection for consumers.	

Section 4

Implementing the strategy



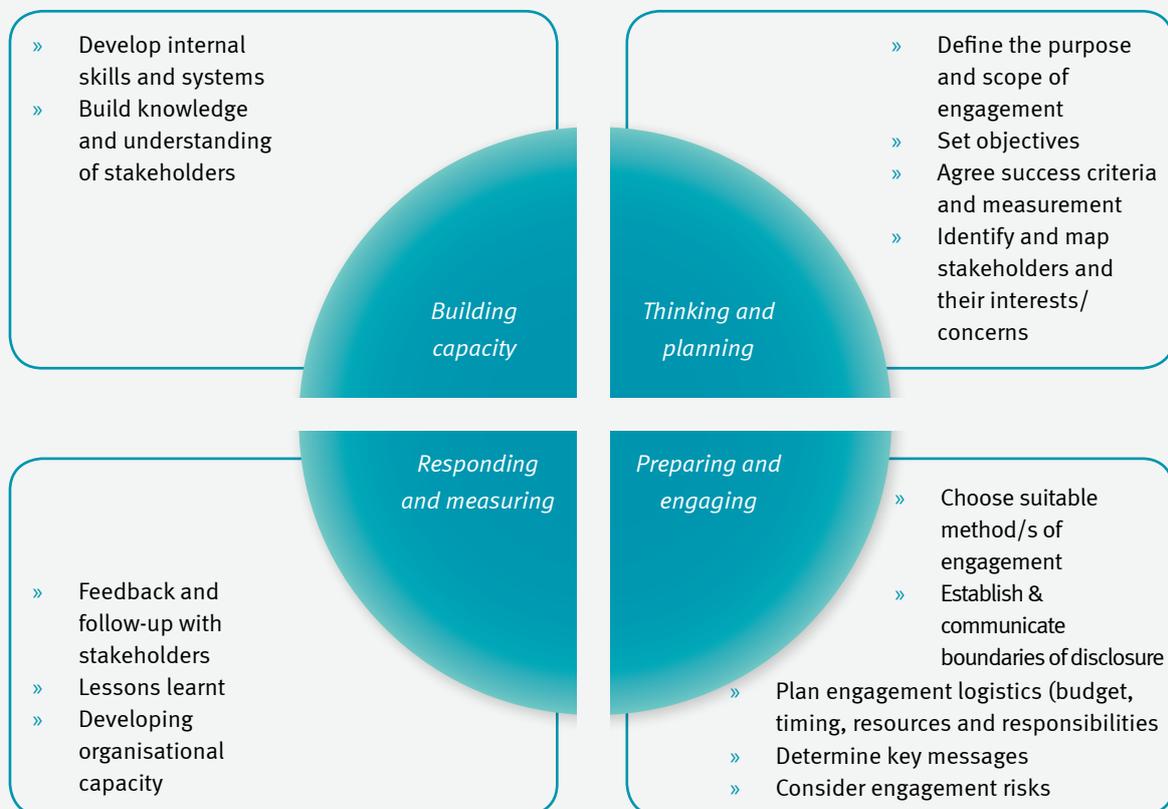
Metro South Health recognises there is no ‘one size fits all’ approach to consumer and community engagement. Acknowledging this, Metro South Health will develop engagement processes that are tailored to meet the purpose of the engagement, and the needs of the consumers, communities and potential users of health services within the local area.

Regardless of the level engagement occurs within the organisation, the following elements should be considered. Solutions to identified issues should be:

- » Economically viable
- » Environmentally viable
- » Publically acceptable
- » Technically feasible.

The ‘engagement process’, outlined below, identifies the key steps to be undertaken for each engagement process. This model has been adapted by Greater Metro South Brisbane Medicare Local for their Stakeholder Engagement Strategy.

Figure 4: Engagement process¹⁵



¹⁵ Greater Metro South Brisbane Medicare Local (2012) Stakeholder Engagement Strategy.

Identification of Key Issues

The identification of key issues for consumer and community engagement will occur using a range of evidence sources including:

- » Community and health profile (see Appendix 2)
- » Health service data (see Appendix 2)
- » Metro South Health priorities
- » Determinants of health
- » Community assets
- » Patient feedback (compliments and complaints)
- » Other engagement processes.

Through the process of analysing the data, a range of issues may be identified. It may not be possible to address all identified issues, therefore a structured, criteria based process to prioritise the identified issues will be used. Criteria may include cost, interest, seriousness of the issue, urgency, benefits, and proportion of the population affected. Consumers and the community should be included in the identification of criteria and the prioritisation of issues.

Consumer and Community Engagement Investments 2012-2015

The engagement investments for the Strategy have been identified by the Metro South Hospital and Health Service Board:

- » Meeting *National Safety and Quality Health Service Standards*, in particular Standard 2: Partnering with Consumers
- » Consumer Engagement regarding health services provided at
 - » Wynnum Hospital
 - » Beaudesert Hospital (i.e. reintroduction of obstetric role and Logan-Beaudesert Midwifery Group Practice)
 - » Logan Redevelopment (relationships with Logan City Council, community perception re. paediatric capability, opportunity for rebranding, liaison with Queensland Children's Health Services and Children's Research Foundation)
- » Primary and Secondary Care Integration
 - » Maternal Shared Care initiatives
 - » Liaison between primary and secondary providers
 - » Specialist/GP connections
- » Chronic Disease
 - » COPD/Asthma
 - » Diabetes.

Measuring our Performance

Measuring our performance is concerned with addressing whether or not the engagement process achieved its objective and whether or not the techniques used were appropriate and effective. Historically, engagement outcomes within healthcare have focused on measuring outputs such as how many people were engaged and how much media coverage was generated¹⁶.

The Act requires each Hospital and Health Service to demonstrate how the *effectiveness* of the consumer and community engagement strategy will be measured and publicly reported. Metro South Health will develop performance indicators for each engagement process and utilise HCQ recommendations to measure:

- » How engagement with consumers and the community has contributed to or changed one or more of the domains (service planning and design, service delivery, service monitoring and evaluation)
- » How the engagement and input from consumers or the community to one or more domains led to outcomes such as:
 - » Improved health outcomes at individual, service, facility or Hospital and Health Service level
 - » Improved quality and safety of services
 - » Improved communication
 - » More efficient services and use of resources
 - » More targeted service delivery to a particular health population
 - » Increased health literacy of consumers to become more active partners in their healthcare
 - » More accessible services
 - » Improved timeliness of services and support to consumers
- » How the engagement mechanism/activity engaged with the right people to match the objectives and purpose¹⁷.

Complaints and Compliments

Metro South Health values the feedback it receives, and provides a number of opportunities for consumers/community to pass on complaints/ compliments and ideas for service improvement through its internet site, staff and Consumer Liaison Officers. There is also an option for consumers/ community to contact the Health Quality and Complaints Commission, which is independent from Metro South Health. Both processes are recognised as important engagement mechanisms for Metro South Health, and will be promoted through planned engagement activities. Feedback received via the complaints and compliments process will be managed as per the process.

In addition to the Complaints and Compliments process, a tracking system will be established to monitor outcomes of engagement activities. In particular the tracking system will enable consumer and community feedback to be captured and collated, monitored regarding how this feedback has been used by Metro South Health, and how/ when the outcome of the engagement activity has been communicated back to the community and/or consumer.

Resourcing the Strategy

In the current economic environment it is essential that the implementation of the Strategy is economically viable. To ensure the Strategy is implemented within the existing Metro South Health budget the following strategies will be employed:

- » Realign existing staff and other resources identified across Metro South Health to resource the implementation of the Strategy
- » Develop policies for reimbursing consumers and communities, which are economically viable and publically acceptable. Include options such as meal tickets, travel expenses parking, etc
- » Leverage existing research/ projects which may be able to be utilised to support evaluation of the Strategy and development of systems and tools to support implementation
- » Utilise existing governance structures/ committees/ community and consumer processes to undertake engagement activities
- » Collaborate with others to deliver a health system, which better meets the needs of the community. Key stakeholders which will be engaged, include but are not limited to:

¹⁶ Health Consumers Queensland (HCQ) (2012) Developing a consumer and community engagement strategy: Toolkit for Hospital and Health Services, State of Queensland, Queensland Health.

¹⁷ HCQ, *ibid.*

Level of engagement	Principle in practice
Peak bodies	Establish relationships with Peak Bodies who engage regularly with consumers and communities to foster inclusion of hard to reach populations, and enable engagement with consumers and communities on a strategic level.
Medicare Locals	Establish relationships with Medicare Locals to create efficiencies by sharing data and governance structures such as consumer panel, clinician panel, citizen jury etc. Undertake complementary engagement strategies and collaborate on high level engagement strategies.
Clinicians	Align with the Clinician Engagement Strategy to focus on issues and priorities arising through the clinician engagement process.
Non-Government Organisations	Collaborate with non-government organisations in identifying, responding to and resourcing issues/ opportunities that impact on the health of the community.
Local Government	Collaborate with local government in identifying, responding to and resourcing issues/ opportunities that impact on the health of the community. Identify opportunities to share data to enable better community planning.
Other State Government bodies	Identify opportunities to share data and undertake collaborative engagement strategies where the issue identified impacts across government departments.
Private Sector	Identify potential funding opportunities and collaboration on identified issues.

N.B. Metro South Health acknowledges that we cannot influence all aspects of the health system nor address all of the health needs and issues raised by consumers and communities, However, we will endeavour to work towards a better integrated health system by working in partnership with others.

References

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6. ACSQHC, p. 22.
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10. IAP2, IAP2 Foundations of Public Participation, retrieved on 2 October 2012 at <http://www.iap2.org.au/sitebuilder/resources/knowledge/asset/files/38/foundationsdocument.pdf>
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20. HCQb, *ibid*.
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Metro South Health Consumer and Community Engagement *Action Plan*

Priority	Objective	High level actions	Person Responsible	Timeframe	Expected Outcomes
Consumer and Community Partnerships	Objective 1: Governance Establish governance mechanisms to facilitate partnerships with consumers/ community, which will inform decision making within Metro South Health	<ul style="list-style-type: none"> • Develop Metro South Health Consumer Panel • Develop Metro South Health Community Consultative Committee (DoH) • Develop MSH Citizen Jury • Establish stakeholder list • Identify skill set required for consumer participation on committees. • Appoint consumers/ community to relevant MSH committees ensuring remuneration, training and support is applied as per MSH policies. • Formalise communication flow between consumer councils, Board, MSH Executive, clinical councils and Working Together Agreement Oversight Committee. 	<ul style="list-style-type: none"> • Dir CCE • Dir CCE • Dir CCE • CEC • Dir CCE • Dir CCE • Dir CCE 	<ul style="list-style-type: none"> • Jan 2013 • Jan 2013 • Feb 2013 • Dec 2012 • Dec 2012 • Mar 2013 • Jan 2013 	<ul style="list-style-type: none"> • 70% of stakeholders formally engaged in MSH activities who are surveyed (at one year from implementation) are satisfied that the engagement governance mechanisms in place are effective in decision making processes.
	Objective 2: Effective Partnerships Build effective partnerships internally with staff and externally with stakeholders that will facilitate the delivery of quality healthcare	<ul style="list-style-type: none"> • Establish a partnership with HCQ, Medicare Local/s, other Health Services to ensure an informed, consistent and co-ordinated approach to consumer and community engagement within MSH. • Deliver a copy of the MSH Consumer and Community Engagement Strategy and introductory letter to Peak Bodies and other lead agents. • Meet with Peak Bodies and other lead 	<ul style="list-style-type: none"> • Dir CCE • Dir CCE • Dir CCE 	<ul style="list-style-type: none"> • Dec 2012 • Dec 2012 • Dec 2012 	<ul style="list-style-type: none"> • 80% of external stakeholders formally engaged with MSH are satisfied with the partnership with MSH • 70% of staff are satisfied that they have been appropriately engaged in decisions impacting on the delivery of health care (as per <i>Clinician Engagement Strategy</i>)

Priority	Objective	High level actions	Person Responsible	Timeframe	Expected Outcomes
		<ul style="list-style-type: none"> • Establish culturally appropriate engagement protocols as per the following guides: Engaging Queenslanders: an introduction to working with CALD communities and; Engaging Queenslanders: an introduction to working with A&TSI communities. • Implement strategies to negate any identified barriers to leading/ participating in engagement activities. • Implement <i>Clinician Engagement Strategy</i> • Implement service agreements (where required) to support delivery of health services • Partner with Medicare Local/s in identifying, appointing and remunerating GP's and other clinical leads for participating on MSH committees. • Partner with the Medicare Local, MSH Consumer Council and other stakeholders in implementing changes resulting from the health reform i.e. Metro South Health restructure • Develop partnerships with relevant stakeholders from Beaudesert regarding changes to clinical services provided at Beaudesert hospital • Provide opportunities for Wynnum residents to provide input into the planning of the proposed Community and Health Precinct and closure of Wynnum Hospital. 	<ul style="list-style-type: none"> • CEC • CEC • PM HSP • Dir CEC • Dir CEC • PM HSP • PM CEC 	<ul style="list-style-type: none"> • Feb 2013 • Feb 2013 • Nov 2012 • Dec 2012 • Ongoing • Dec 2012 • Ongoing 	

Priority	Objective	High level actions	Person Responsible	Timeframe	Expected Outcomes
	<p>Objective 3: Policies/ Procedure/ Protocols Implement policies/ procedures/ protocols to underpin all activity in relation to consumer and community engagement.</p>	<ul style="list-style-type: none"> • Develop policies/ procedures for remuneration, training and support, selection and appointment of consumers/ community. • Develop protocols for partnering with consumers/ community in strategic planning, quality and safety, and quality improvement activities. • Link consumer and community engagement activities to MSH complaints process to ensure complaints are appropriately managed. • Forward feedback received from engagement activities to the appropriate delegate for inclusion in decision making processes. • Forward relevant consumer/ community feedback to Public Affairs to support publication of 'good news storys' 	<ul style="list-style-type: none"> • CEC • CEC • CEC • All • All 	<ul style="list-style-type: none"> • Dec 2012 • Jan 2013 • Nov 2012 • Within 3 days of feedback being received • Within 3 days of feedback being received 	<ul style="list-style-type: none"> • Policies/ procedures and protocols are implemented across MSH by March 2013, and are economically viable.

Priority	Objective	High level actions	Person Responsible	Timeframe	Expected Outcomes
Capacity	<p>Objective 4: Confidence and Competency Build confidence and competency of staff, consumers and the community to lead and/or participate in service planning, service delivery and service monitoring and evaluation.</p>	<ul style="list-style-type: none"> • Establish baseline level of confidence/ competence • Facilitate access to and understanding of data and other information required for decision making/ planning • Implement consumer/ community engagement training/ toolkit for staff and consumers/ community. • Facilitate access to consumer engagement training/ orientation at a health service level for staff/ consumers/ community. • Provide information sessions and regular updates to stakeholders formally engaged by MSH. • To build confidence in MSH engagement processes, establish procedures to ensure consumer/ community receives feedback about how their input is used. 	<ul style="list-style-type: none"> • CEC • Dir HSP • CEC • CEC • CEC • CEC 	<ul style="list-style-type: none"> • Feb 2013 • Jan 2013 • Feb 2013 • Feb 2013 • On-going • Within 3 days of decision being made 	<ul style="list-style-type: none"> • At 1 year from implementation 80% of staff undertaking engagement activities are compliant with engagement protocols and policies. • Consumer and community feedback is included in 80% of service improvement activities.
	<p>Objective 5: Systems and Technology Establish information systems that will enable effective consumer and community engagement.</p>	<ul style="list-style-type: none"> • Develop a system that will track engagement activities. • Develop a shared webpage between MSH and Medicare Local/s. • Develop engagement audit tool to assess compliance with engagement protocols and policies. • Develop and maintain MSH Consumer and Community Engagement webpage. • Develop a system to enabling sharing of health data across organisations eg MSH and GMSBML. 	<ul style="list-style-type: none"> • PM CEC • PM CEC • PM CEC • WCM • PM CCE 	<ul style="list-style-type: none"> • Dec 2012 • Mar 2013 • Dec 2012 • Nov 2012 • Feb 2013 	<ul style="list-style-type: none"> • Information systems are developed, implemented and utilised by MSH, Medicare Local and consumers/community

	<p>Objective 6: Resourcing Identify a range of resources (new and existing) which will support the implementation of the MSH Consumer and Community Engagement Strategy in an economically viable way.</p>	<ul style="list-style-type: none"> • Realign existing resources to support consumer and community engagement • Leverage existing projects/ research which may support consumer and community engagement activities • Acquire new funds from different sources where required • Collaborating with other stakeholders to leverage opportunities to deliver a health system that better meets the needs of the community. 	<ul style="list-style-type: none"> • Dir CEC • Dir CEC • Dir CEC • All 	<ul style="list-style-type: none"> • Nov 2012 • Ongoing • As identified • Ongoing 	<ul style="list-style-type: none"> • Implementation of the Consumer and Community Engagement Strategy stays within budget for agreed individual activities.
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Priority	Objective	High level actions	Person Responsible	Timeframe	Expected Outcomes
Quality and Safety	Objective 7: Quality and Safety Establish mechanisms to meet the requirements of legislation and accreditation standards for consumer and community engagement.	<ul style="list-style-type: none"> Develop Actions Plans for each Facility which articulate how those facilities will implement: <ul style="list-style-type: none"> ➤ Governance structures to form partnerships with consumers and/or carers. ➤ Strategies to ensure consumers/ carers are supported by the health service organisation to actively participate in the improvement of the patient experience and patient health outcomes. ➤ Strategies to ensure consumers/ carers receive information on the health service organisation's performance and have opportunities to contribute to ongoing monitoring, measurement and evaluation of performance for continuous quality improvement. 	<ul style="list-style-type: none"> Dir CCE with Safety and Quality Co-ordinators 	<ul style="list-style-type: none"> March 2012 	<ul style="list-style-type: none"> MSH meets or exceeds the criteria specified in the National Safety and Quality Standards, Standard 2: Partnering with Consumers. MSH is compliant with the Hospital and Health Boards Act 2011 and Hospital and Health Boards Regulation 2012 regarding consumer and community engagement activities at 12 months.
		<ul style="list-style-type: none"> Develop an evaluation plan to assess the effectiveness of MSH Engagement Strategies and compliance against the legislation. Develop annual report which includes data in relation to activities, achievements and outcomes of the MSH CCE Strategy 	<ul style="list-style-type: none"> Dir CCE Dir CCE 	<ul style="list-style-type: none"> June 2013 Nov 2013 	

Key

Dir CCE	Dir Consumer & Community Engagement	PM HSP	Project Manager, Health Service Planning	PM CEC	Project Manager, Consumer and Community Engagement
CEC	Community Engagement Co-ordinator	WCM	Web & Communications Manager	Dir HSP	Director Health Service Planning
MSH	Metro South Health	DoH	Determinants of Health	GMSBML	Greater Metro South Brisbane Medicare Local

Appendix 2: Metro South Health Demographic and Health Profile Overview

The Metro South Hospital and Health Service (Metro South Health) is situated in the south-east corner of Queensland, covering 3,856 square kilometres from the Brisbane River in the north to the Redland City Council in the east, and to the Scenic Rim Shire down to the border of New South Wales in the south-west. It contains 122 Statistical Local Areas.

- » Metro South Health population is forecast to continue to age, due to increasing life expectancy, the current population age structure and relatively low levels of fertility.
- » Logan City had the highest number of most disadvantaged Statistical Local Areas in Metro South Health, with 35% of its population in this category.
- » 2% of the Metro South Health population identify as Aboriginal and/or Torres Strait Islander.
- » MSH is one of the most culturally and linguistically diverse populations, with 28.5% of the population born overseas.
- » MSH is an area of settlement for humanitarian entrants to Australia, with 1,166 humanitarian entrants settling in Metro South in 2011.
- » The main challenges for service delivery to the culturally and linguistically diverse population are the cultural barriers that reduce access to mainstream services and a limited capacity to provide culturally and linguistically diverse-specific health services.
- » On a range of indicators people who live Metro South have better health than people who live in other regions of Queensland.
- » People living in Metro South have the highest life expectancy when compared with any other region in Queensland and also the Queensland average.
- » Cancer, mental disorders, cardiovascular disease, and neurological disorders were the leading causes of burden of disease in Metro South in 2006.
- » Potentially preventable hospitalisations accounted for 8.7 percent of all admitted patient episodes in Metro South in 2010-11.
- » 54.3 percent of adults in Metro South reported that they were overweight or obese in 2009-10.
- » 57.6 percent of adults reported consuming the recommended serves of fruit (at least two serves of fruit per day) in 2009-10.
- » 14.3 percent of adults in Metro South reported that they smoked daily in 2009-10.
- » 55.2 percent of adults reported undertaking a sufficient level of physical activity for health benefit in 2009-10.

Health Service Profile

- » Princess Alexandra Hospital
- » Logan and Beaudesert Hospitals
- » Queen Elizabeth II Jubilee Hospital
- » Redland and Wynnum Hospitals
- » Community and Primary Health Services
- » Mental Health Services
- » Oral Health Services

Metro South Health

Consumer and Community Engagement Strategy

2012–2015