Message from the Chair

To be finalised on completion of consultation.

Terry White AO
Chair, Metro South Hospital and Health Board
## Contents

Our engagement mission .................................................................................................................. 4

Our engagement journey so far ........................................................................................................ 5

Moving forward .................................................................................................................................. 6

Who is Metro South Health? ............................................................................................................ 7

Our hospitals ...................................................................................................................................... 7

Major health centres ......................................................................................................................... 7

Education and research .................................................................................................................... 7

Who are our consumers, carers and communities? ......................................................................... 8

Objectives and strategies .................................................................................................................. 9

What we will do................................................................................................................................. 11

How we will engage.......................................................................................................................... 12

How this strategy fits ....................................................................................................................... 15

How we will track our progress ........................................................................................................ 17

### Appendices

Appendix 1: Principles of engagement ............................................................................................. 19

Appendix 2: How our actions align with our objectives ................................................................. 20

Appendix 3: Metro South Health Integrated Planning Framework .................................................. 23
Our engagement mission

Metro South Health’s consumers, carers and community are at the centre of everything we do. We are respectful of, and responsive to the preferences, needs and values of people—regardless of where they are in their individual healthcare journey—and the families and communities in their support networks. We acknowledge and embrace the diversity in our region. We listen and use appropriate tools and techniques that encourage effective two-way communication. We form genuine partnerships with our consumers, carers and the community to develop and deliver solutions to improve service planning and design, service delivery and service monitoring and evaluation of health services and programs. We are renowned worldwide for excellence in health care, teaching and research.
Our engagement journey so far...

Consumer quote

Metro South Health began its engagement journey in 2012 with our first Consumer and Community Engagement Strategy 2012-2015. The strategy set up the systems, processes and governance to help us engage effectively with our consumers and community, and to build and work in partnership with the people that use our healthcare system and the broader community.

We have now completed implementing our first strategy. You can see some of what we achieved in our Consumer and Community Engagement Strategy 2012-2015 Report. A snapshot of some of these achievements is below.

Since 2012 we have...

- Registered 525 community of interest members
- Held 117 online consultations
- Engaged 4740 people in an online consultation
- Registered 40 consumers on 27 strategic committees
- Supported our consumer through professional development opportunities
- Included consumers on recruitment panels
- Received 3,376 likes on the Metro South Health Facebook page
- Have 1,729 followers on the @pahospital twitter account
- Received more than 2 million visits to our website
- Held a focus groups and workshops to gain feedback from the community
- Partnered with Griffith University on the Citizens Juries Australian Research Council Linkage Grant

Consumer and community input has helped us

- Improve patient information and signage at our facilities
- Improve health policy and planning including Health Service Plans and Addiction and Mental Health Draft Strategic Plan
- Complete capital projects including Logan Hospital Expansion, Princess Alexandra Hospital foyer redevelopment, QEII Jubilee Hospital Emergency Department, Wynnum Health Precinct, and Logan Hospital Car Park Plan
- Better engage with our multicultural and Aboriginal and Torres Strait Islander populations through our Health Access and Equity team
- Modify some of our governance systems to ensure the best possible care is provided
- Changed our appointment scheduling approach for maternity care

We’ve built community and partnerships and taken participated in community events

- NAIIDOC Week
- Punyhara
- Beaudesert show
- Multicultural week
Metro South Health values the feedback our consumers and community provide us. Harnessing this feedback, valuing it, and incorporating it where practical ensures our health care services meet the community’s needs. A review of the strategy began in mid-2015 to ensure we remain connected with the community, and our engagement approach and tools are both modern and relevant. A consumer and community forum was held as part of the review process on 29 September 2015 to get input to our new strategy.

The forum was advertised through a number of channels including bulk and individual emails, face-to-face meetings and telephone interactions with a direct reach of more than 500 consumers and community members. In addition materials were provided to other key stakeholders to spread the word, including all State Members of Parliament and Local Government Authorities in our region, Health Consumers Queensland, Non Government Organisations (NGO) and Peak Bodies.

The forum was attended by approximately 100 consumers, carers, community members and representatives from NGOs and peak bodies and included representatives from Aboriginal and Torres Strait Islander and multicultural populations. A number of engagement techniques, including paired interviews (improbable pairs) and a world café style workshop, were used to help us develop the key messages that form the foundations of this strategy.

This strategy sets out Metro South Health’s consumers, carers and community engagement approach for the next three years. The strategy outlines the actions we will take to facilitate meaningful engagement in relation to the planning, design, delivery and evaluation of healthcare services in our region, so they meet the needs of the people who use them. It also provides the mechanism to enable us to gather feedback about initiatives and reforms that will impact service delivery and to monitor the quality and safety of our services, to deliver improved services for consumers and the community.

This Strategy will also help us meet the legislative requirements of the Hospital and Health Board Act 2012 and the National Safety and Quality Health Service Standards.
Who is Metro South Health?

Metro South Health is a person-centred organisation that provides public health services, health education and research in Brisbane south, Logan, Redlands and Scenic Rim regions.

Our health service’s catchment spans 3,856 square kilometres and covers the area from the Brisbane River in the north to Redland City in the east, south to Logan and the eastern portion of the Scenic Rim to the border of New South Wales.

Within our region we have five major hospitals and a number of health centres.

<table>
<thead>
<tr>
<th>Our hospitals</th>
<th>Major health centres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beaudesert Hospital</td>
<td>Beenleigh</td>
</tr>
<tr>
<td>Logan Hospital</td>
<td>Browns Plains</td>
</tr>
<tr>
<td>Princess Alexandra Hospital</td>
<td>Dunwich</td>
</tr>
<tr>
<td>QEII Jubilee Hospital</td>
<td>Eight Mile Plains</td>
</tr>
<tr>
<td>Redland Hospital</td>
<td>Inala</td>
</tr>
<tr>
<td></td>
<td>Logan Central</td>
</tr>
<tr>
<td></td>
<td>Redland</td>
</tr>
<tr>
<td></td>
<td>Wynnum</td>
</tr>
</tbody>
</table>

**Education and research**

Metro South Health is committed continual improvement and finding better ways to service our consumers, carers, and communities. We have strong links with the University of Queensland, Queensland University of Technology and Griffith University, as well as several other Queensland universities in undergraduate and post-graduate teaching programs in medicine, nursing and allied health.

Metro South Health is internationally recognised as a leader in biomedical and clinical research. Princess Alexandra Hospital is home to the new Translational Research Institute (TRI) – a world class medical research facility housing over 700 researchers from four of the country’s pinnacle institutions.
Who are our consumers, carers and communities?

Metro South Health is home to a large and diverse population. Our consumers are the people who use our services, along with their friends, family and carers who support them on their healthcare journey. Our community includes the one million residents, non-government, other government agencies and private sector agencies who either live or operate in the region. Given the diversity of the region, and the mix of rural and urban populations, it is important Metro South Health remains flexible to ensure our services are designed with the community at the forefront of everything that we do.

Within our region we have islander and rural communities. Two per cent of our population identify as Aboriginal and/or Torres Strait Islander, and more than a quarter of residents are from a different culture or language group. Of residents born overseas, 42 per cent speak a language other than English at home. Chinese languages were the most common language spoken, followed by Vietnamese. Metro South is also an area of significant refugee settlement. This has been a consistent trend for many years and has resulted in the need for specific programs for this population group.

We are fortunate to be able to tap into such diversity of cultures, ideas, skills, traditions and customs of our community. However this diversity also brings with it a number of challenges, such as the health literacy of the community, ensuring our services are welcoming, supporting those with more complex needs, and ensuring our rural communities and those people who experience higher levels of disadvantage have equitable access to healthcare.

By working together and learning from each other we can deliver better healthcare outcomes.
Objectives and strategies

OBJECTIVE 1

Build trusting and respectful partnerships with consumers, carers and community to deliver better healthcare outcomes in our region.

Key Performance Indicators:
- Metro South Health achieves external recognition as a Person Centred organisation by 2019.
- Stakeholder engagement demonstrates a reach representative of the Metro South community diversity.

How we will achieve this:
1. We will develop and implement a framework which will support Metro South Health in becoming a person centred organisation.
2. We will strengthen relationships with Members of Parliament, Non-Governmental Organisations’, Peak Bodies, Local Government and other key stakeholder networks to help us engage with hard to reach consumers and community members.
3. We acknowledge diversity and embrace inclusivity to make sure everyone in our region feels a part of our healthcare community.
4. We will build awareness and reinforce the Metro South Health brand with hospital and health care staff, consumers, carers and the community.

OBJECTIVE 2

Acknowledge and promote the expertise and value of consumers, carers, and the community.

Key Performance Indicators:
- 80% of the consumers participating in formal engagement roles with Metro South Health on a specific issue report they feel their contribution was valued.
- Project managers can identify how engagement has improved project outcomes
- Projects and/or quality improvement processes include best practice engagement plans and clearly identify the level of influence stakeholders have.

How we will achieve this:
1. We will work with our consumers, carers and the community to define our shared purpose and work with them towards achieving our shared goals.
2. We acknowledge we do not have all the answers and strongly believe we can learn from each other to deliver better healthcare outcomes.
3. We respect and embrace our consumers, carers and community different perspectives based on life experiences, background, culture, traditions and beliefs.
4. We will promote the expertise of consumers, carers and the community by regularly profiling consumers in formal engagement roles
5. End of year celebration, include consumer award as part of Board Chairs Award

OBJECTIVE 3

*Build consumer and community satisfaction with the quality of their interactions with Metro South Health through open, honest and transparent two-way communication*

**Key Performance Indicators:**
- All Facilities exceed the peer group average across all criteria on the Best Practice Australia Patient Satisfaction Survey.
- 80% of the consumers and community members participating in formal engagement roles with Metro South Health on a specific issue report they feel their contribution was valued.

**How we will achieve this:**

1. We will promote the use of interpreters across all of our facilities.
2. We will build capacity with our staff, consumers, carers and community to enable effective communication and engagement.
3. We will work with consumers to develop patient information and consumer publications and materials which are easy to understand and provide relevant information.
4. We will provide information in a variety of formats that is fit-for-purpose and easy to understand.
5. We will ensure consumers have the information they need to effectively interact with Metro South Health either as a consumer managing their own health or as a participant in an engagement activity.
6. We will clearly define where consumers can influence a decision and what the constraints are regarding any issue.
7. We will use a variety of mechanisms to let consumers and community members know how their feedback was used.

OBJECTIVE 4

*Achieve requirements for the National Safety and Quality Health Service Standards for Partnering with Consumers*

**Key Performance Indicators:**
- All facilities in Metro South Health meet the criteria specified in the National Safety and Quality Health Service Standards – Partnering with Consumers.

**How we will achieve this:**

1. We will ensure our governance systems support the involvement of consumers and community members in healthcare design, delivery, measurement and evaluation
2. We will ensure Metro South Health becomes a ‘health literate’ organisation.
3. We will partner with consumers in their own health care.
What we will do...

**Consumers quote**

- Develop an evaluation framework which will measure the impact of consumer and community engagement within Metro South Health.
- Provide opportunities for the community to provide feedback into project and strategic priorities through use of listening posts and other mechanisms.
- Connect with local community groups and organisations to seek input into planning and strategic priorities.
- Provide training and capacity building with consumers and staff to enable effective communication including dealing with difficult people / having difficult conversations.
- Establish an ambassador program and provide opportunities to meet with the board, to provide direct access to key decision makers.
- Implement an information and communication platform which will assist the community in getting easy to understand information, in a suitable format when they need it.
- Hold bi-monthly workshop which will enable the community to better navigate the health system and manage their own health.
- Establish consumer based project teams which will work with staff on specific projects.
- Establish a variety of mechanisms to provide feedback to the community about how their feedback has been utilised eg forums, publications, website.
- Develop and implement a Reconciliation Action Plan.
- Continue to develop and implement the Metro South Health Patient Education and Health Literacy Strategy.
- Provide easy access to health information and services and navigation assistance.
- Design and distribute print, audiovisual, and social media content that is easy to understand and act on.
- Support and provide assistance to consumers, carers, and community to engage with Metro South Health using digital and online products including social media, mobile app technology.
How we will engage...

Consumers quote

Our approach to engagement is consistent with legislative requirements and industry best-practice. The level of engagement will be determined based on the International Association of Public Participation (IAP2) engagement spectrum. The IAP2 spectrum demonstrates an increasing level of participation from information through to empowerment. A description of the elements of the engagement spectrum is presented in Table 1. This table details the goal of engagement, the level of consumer and community influence and the promise to the community.
Table 1: Elements of engagement explained.

<table>
<thead>
<tr>
<th>Community engagement goal</th>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.</td>
<td>To obtain public feedback on analysis alternatives and/or decisions.</td>
<td>To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.</td>
<td>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.</td>
<td>To place final decision making in the hands of the public.</td>
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<tr>
<td>Promise to the community</td>
<td>Metro South Health will keep you informed.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
<td>Metro South Health will implement what you decide.</td>
</tr>
<tr>
<td>Level of consumer/community influence</td>
<td>Level of consumer/community influence is nil.</td>
<td>Consumer/community involvement and influence is low.</td>
<td>Consumer/community have some influence.</td>
<td>High consumer/community involvement and influence.</td>
<td>Consumer/community control.</td>
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<tr>
<td>Engagement tools</td>
<td>• Website  • Social media  • Media  • Newsletters  • Fact sheets  • Displays</td>
<td>• Consumer committee meetings  • Consultation hub surveys  • Ideas hub challenges  • Social media</td>
<td>• Consumer workshops  • Virtual town squares  • Roundtables / forums / conferences</td>
<td>• Ambassador committee  • Participatory decision making  • Advisory committees  • Taskforces</td>
<td>• Citizen jury  • Steering committees  • Quality committees  • Boards</td>
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<td>Listening posts</td>
<td>Working parties</td>
<td>Working parties</td>
<td>Policy Councils</td>
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<td>Discussion papers</td>
<td>Ideas hub challenges</td>
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<td>submissions</td>
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How this strategy fits

Consumers quote

National and State-wide

At Metro South Health our consumer and community engagement is guided by trends set internationally, nationally and at the state level. In particular our approach is guided by best practice and tools, resources, frameworks values developed by the IAP2 (consumer and community engagement) and Planetree (international leaders in person-centred care). At the National and State level, Metro South Health looks to the work of the National Safety and Quality Health Services standards and Health Consumers Queensland to help shape its strategy.

Metro South Health Strategy
Metro South Health’s Integrated Planning Framework (Appendix 3) links together interdependent planning activities across the corporate, support and health service delivery functions to achieve alignment with our strategic goals and to improve organisational performance. Collectively the plans outlined in the Framework, help us meet our strategic objectives. The active engagement and involvement of clinicians, consumers and the broader community is essential to the delivery of services within our region and the achievement of our vision.

An excerpt of the Integrated Planning Framework is detailed in Figure 1, and highlights how Metro South Health’s key engagement and workforce plans align with each other and the overarching strategic direction.
Linkage with Primary Health Networks
Metro South Health has a Relationship Agreement with the Brisbane South Primary Health Network (PHN). This agreement outlines our common objectives and associated actions that will contribute to the achievement of the best possible health outcomes for the community by ensuring access to the right health services, at the right time and in the right place. We meet regularly with Brisbane South PHN and actively participate in each other’s engagement activities to ensure the community is not overburdened with consultation and that information is shared and acted on appropriately.
How we will track our progress

Review and Reporting

Metro South Health is required to review the Consumer and Community Engagement Strategy every three years. In addition to formal measure against our KPIs, a dashboard will be produced annually to monitor impact of the Strategy. Key measures recorded in the dashboard will include the following:

- Patient satisfaction
- Engagement culture
- Attraction, retention and turnover of consumers in formal engagement roles
- Employee satisfaction
- Clinical outcomes
- Health Literate Organisations
- Patient feedback
- Number and diversity of consumers formally engaging with Metro South Health through planned activities

Data will be extracted from the following sources:

- Metro South Health Staff Culture Survey (2 yearly)
- Queensland Government Work for Us Survey (annual)
- Clinician Engagement Survey (annual)
- Patient Experience Survey (annual)
- Queensland Health Patient Experience Survey - Maternity (as available)
- Focus groups and audits
- Engagement activity database
Appendix 1: Principles of engagement

Metro South Health is committed to engaging with our consumers, carers, and the community in a respectful and meaningful way.

We use engagement tools that are appropriate for our consumers, carers, and the community, the issues at hand and the decisions to be made. Our principles of engagement are based on the IAP2 code of ethics\(^1\) and they guide the development, implementation and evaluation of our engagement.

**Purpose.** We support consumer, carer 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, Carers, and the Community.** We will carefully consider and accurately portray the role of consumers, carers and the community in the decision making process.

**Openness.** We will encourage the disclosure of all information relevant to consumer, carers, 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.

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\(^1\) 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.
## Appendix 2: How our actions align with our objectives

<table>
<thead>
<tr>
<th></th>
<th>Build trusting and respectful partnerships with consumers, carers and community to deliver better healthcare outcomes in our region</th>
<th>Acknowledge and promote the expertise and value of consumer, carers, and the community</th>
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<td>Develop an evaluation framework which will measure the impact of consumer and community engagement within Metro South Health</td>
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<td>Provide opportunities for the community to provide feedback into project and strategic priorities through use of listening posts and other mechanisms</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Connect with local community groups and organisations to seek input into planning and strategic priorities.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>Provide training and capacity building with consumers and staff to enable effective communication including dealing with difficult people / having difficult conversations.</td>
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<td>Establish an ambassador program and provide opportunities to meet with the board, to provide direct access to key decision makers.</td>
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<td>✓</td>
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<td>Implement an information and communication platform which will assist the community in getting easy to understand information, in a suitable format when they need it.</td>
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<td>Hold bi-monthly workshop which will enable the community to better navigate the health system and manage their own health.</td>
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<td>Establish consumer based project teams which will work with staff on specific projects.</td>
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<td>Establish a variety of mechanisms to provide feedback to the community about how their feedback has been utilised eg forums, publications, website.</td>
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<td>Develop and implement a Reconciliation Action Plan.</td>
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<td>Continue to develop and implement the Metro South Health Patient Education and Health Literacy</td>
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<tr>
<td><strong>Strategy.</strong> Provide easy access to health information and services and navigation assistance.</td>
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<td>✓</td>
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</tr>
<tr>
<td>Design and distribute print, audiovisual, and social media content that is easy to understand and act on.</td>
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