

Metro South Health Clinician Engagement Strategy

2012–2015



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Purpose

The purpose of the Clinician Engagement Strategy is to provide a clear pathway for clinicians to have a voice in the planning, implementation and review of services in the Metro South Hospital and Health Service (Metro South Health) so that the best possible patient outcomes are achieved.

Background

The Final Report of the National Health and Hospitals Reform Commissionⁱ 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.

Commonwealth, State and Territory governments agreed to transform the Australian health system. Queensland will implement the reforms that will change the way public health and hospital services are managed from 1 July 2012. One of the aims of these health reforms is to strengthen the engagement of clinicians, consumers and community at the local level.

In accordance with Section 40 of the *Hospital and Health Boards Act 2011*, Hospital and Health Services must develop and publish a clinician engagement strategy to promote consultation with health professionals working in the Service.

As defined by the National Health Reformⁱⁱ, a 'clinician' is any individual who provides diagnosis or treatment as a professional medical practitioner, nurse, allied health practitioner or other health practitioner. Clinician engagement is the manner in which clinicians are involved in planning, delivery, improvement and evaluation of health services.

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 Clinician Engagement Strategy is designed to ensure local clinicians have a voice in the planning, implementation and review of services in Metro South Health.

National responsibilities for clinician engagement

Clinician engagement at the national level is defined in the National Health Reform Lead Clinicians Group Policy Positionⁱⁱⁱ. The National Lead Clinicians Group has recently been established and will form the peak advisory body to advise the Federal Health Minister.

System manager responsibilities for clinician engagement

The system manager will have the following responsibilities for clinician engagement:

- » Establish, fund and support the Queensland Clinical Senate
- » Establish, fund and support Statewide Clinical Networks
- » Develop the regulation and policy with underpins Section 40 of the Act which requires every Hospital and Health Service to have a clinician engagement strategy
- » Provide support tools and guidance to Hospital and Health Services as required to assist them to meet their obligations under the legislation.

Metro South Health Strategic Objectives

Metro South Health's mission is to deliver high quality health care through the most efficient and innovative use of available resources. This is driven by the following priorities:

- » Ensure that the needs of our community drive all our efforts
- » Improve clinical effectiveness and safety
- » Critically analyse and best use allocated resources
- » Attract, develop and support a high quality workforce
- » Create a culture of education, research and innovation.

Metro South Health Strategy for Clinician Engagement

The Strategy will help to ensure that all Metro South Health activities, from strategic planning to operational delivery, are influenced by clinicians; and that a progressive and sustainable approach to engaging clinicians is firmly embedded in management practices.

Clinical engagement should not be seen as an additional task, but be understood as helping to inform service priorities.

The key aims of the Clinician Engagement Strategy are to develop and maintain:

1. Clinicians who are directly involved in the strategic planning process in their particular service area
2. Clinicians feeling a sense of ownership in helping direct the current and future clinical issues to establish the clinical priorities from a collective focus
3. Clinicians who are accountable via performance monitoring and benchmarking, thus driving long-term performance improvement
4. Clinicians who support health service initiatives in a collaborative manner around all aspects of health service performance, including quality measures, best practice protocols, clinical out-comes, resource utilisation, operational efficiency and cost effective alternatives
5. Clinicians who are vested in a health service structure that supports achieving maximum results on multiple measures
6. Ability for clinicians to advocate for patients and give constructive criticism without fear.

This Strategy links with the *Metro South Strategic Workforce Plan 2012-2017*, which identifies how Metro South Health will strengthen the total workforce to equip them with the adaptable skills and knowledge they require to achieve quality outcomes.

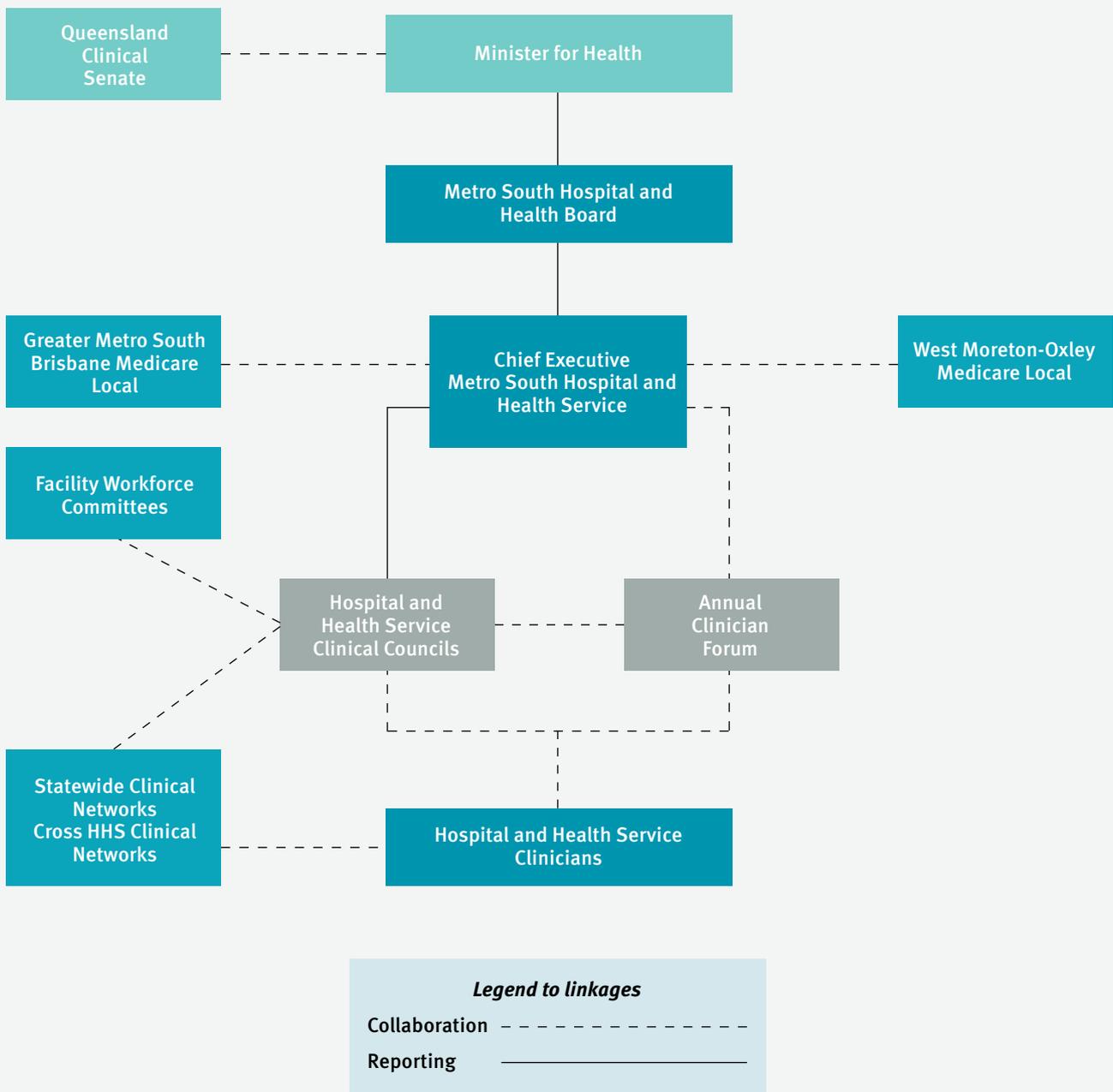
Operationalising the Strategy

The Metro South Health Clinician Engagement Strategy will be operationalised through the Clinician Engagement Framework.

Clinician Engagement Framework

The Clinician Engagement Framework is detailed below. The purpose of this Framework is to provide guidance around how the Strategy will be implemented and managed and establish lines of accountability.

Figure 1: Clinician Engagement Framework



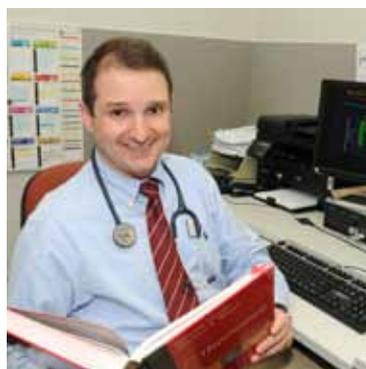
Metro South Health Clinical Councils

The role of the Clinical Councils within Metro South Health is to consider and provide definitive advice regarding clinical service delivery across the organisation. This includes:

1. The development and implementation of clinical policy
2. Service development priorities, including resource allocation, new clinical services, procedures, technologies and drugs
3. Specific propositions from clinical service areas
4. Clinical requirements and recommendations received from Queensland Health more generally, including from Clinical Networks and collaboratives
5. Key reports from key committees and functional areas, such as operational, safety and quality, workforce development and public relations
6. Matters relating to teaching and research
7. Key reports and issues from other bodies, including the Coroner, educational institutes, the Australian Health Practitioner Regulation Agency and the Health Quality and Complaints Commission
8. Ethical issues related to clinical service provision
9. Issues referred by the Chief Executive Officer or District Executive Committee.

Annual Clinician Forum

The Annual Clinician Forum, to be held in October each year, will provide clinicians in Metro South Health with the opportunity to provide feedback on issues or concerns for clinicians, to develop alternatives and/or solutions to improve patient care and participate in the planning and implementation of services in Metro South Health.



Participation Model

Table 1: Participation model

	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide clinicians with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions	To obtain clinician feedback on analysis, alternatives and/or decisions	To work directly with clinicians throughout the process to ensure that their concerns and aspirations are consistently understood and considered	To partner with clinicians 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 clinicians.
What	Clinicians will be kept informed	Clinicians will be kept informed, listened to and their concerns acknowledged. They will be provided feedback on how their input influenced the decision	Clinicians and managers will work together to ensure that concerns and aspirations are directly reflected in the alternatives developed. Feedback will be provided on how the clinician input influenced the decision	Managers will look to clinicians for direct advice and innovation in formulating solutions and incorporate that advice and recommendations into the decisions to the maximum extent possible	Management will implement what clinicians decide
How	<ul style="list-style-type: none"> » Intranet » Internet » Newsletters » Fact sheets » Staff/Clinician Meetings 	<ul style="list-style-type: none"> » Intranet » Internet » Staff/Clinician Meetings » Annual Clinician Forum 	<ul style="list-style-type: none"> » Hospital and Health Service Clinical Councils » Clinical Networks 	<ul style="list-style-type: none"> » Hospital and Health Service Clinical Councils » Clinical Networks 	<ul style="list-style-type: none"> » Hospital and Health Service Clinical Councils » Clinical Networks » Project Working Groups

Adapted from the IAP2 Public Participation Spectrumⁱⁱⁱ

Action Plan

Metro South Health has constructed a comprehensive action plan for 2012-2013, based on the participation model, to take forward clinician engagement.

Table 2: Clinician Engagement Action Plan

1. Inform		
Action		Performance Indicator
1.1	All clinicians have the opportunity to identify key personnel in Metro South Health and have a clear understanding of their roles and responsibilities	Information on key personnel in Metro South Health and their roles and responsibilities is widely available to all clinicians
1.2	Contact details for key personnel are easily accessible	Contact details for key personnel are easily accessible
1.3	Key items of news and information are distributed regularly to clinicians in accessible and understandable formats using a diverse range of communication models	Regular distribution of key items of news and information, using a diverse range of communication models, is provided to clinicians
1.4	All clinicians are kept aware of Metro South Health initiatives and strategies	Information on Metro South Health initiatives and strategies is made available to all clinicians
1.5	Clinicians are aware of and have access to expert advice, statistics and information related to patient safety	Expert advice, statistics and information related to patient safety are readily available to all clinicians
1.6	Clinicians are made aware of who their representatives on key groups and forums are and how they may contact them	Details of clinician representatives on key groups and forums and their contact details are made available to all clinicians
2. Consult		
Action		Performance Indicator
2.1	Establish an Annual Clinician Forum, to be held in October each year, where clinicians can voice their concerns and ideas	Annual Clinician Forum is held in October each year
2.2	Clinicians are offered the opportunity to contribute to the development of strategic plans and policies	Clinicians have been offered the opportunity to contribute to the development of strategic plans and policies
2.3	Clinicians have the opportunity to scrutinise policies and procedures and give constructive feedback towards their continual improvement	Clinicians have been provided the opportunity to scrutinise policies and procedures and give constructive feedback

Action Plan

3. Involve		
Action		Performance Indicator
3.1	Clinicians are represented on key groups and forums within Metro South Health	Key groups and forums within Metro South Health have clinician representatives
3.2	A feedback mechanism is created so that clinicians can influence change and improvement in patient safety	A feedback mechanism has been developed for clinicians to influence change and improvement in patient safety
3.3	The Terms of Reference for the Clinical Councils are reviewed to ensure they align with this Strategy	The Terms of Reference for the Clinical Councils have been reviewed to ensure alignment with this Strategy

4. Collaborate		
Action		Performance Indicator
4.1	Identify those areas where clinicians' practice patterns and preferences do not align with those of Metro South Health and develop strategies to address this	Those areas where clinicians' practice patterns and preferences do not align with those of Metro South Health have been identified
4.2	Strategies are developed to address those areas where clinicians' practice patterns and preferences do not align with those of Metro South Health	Strategies have been developed to address those areas where clinicians' practice patterns and preferences do not align with those of Metro South Health

5. Empower		
Action		Performance Indicator
5.1	Develop clear and consistent clinical pathways to improve the provision of seamless care to patients	Clear and consistent clinical pathways have been developed to improve patient care



Glossary

Clinician	Any individual who provides diagnosis or treatment as a professional medical practitioner, nurse, allied health practitioner or other health practitioner
Clinician Engagement	The manner in which clinicians are involved in planning, delivery, improvement and evaluation of health services

References

ⁱ National Health and Hospitals Reform Commission. A Healthier Future for All Australians – Final Report, June 2009.

ⁱⁱ National Health Reform Lead Clinicians Groups: Enhancing Clinical Engagement in the Australian Healthcare System. Policy Position 2011. [http://www.yourhealth.gov.au/internet/yourhealth/publishing.nsf/Content/CA2578620005CE1DCA2578EF001D4A90/\\$File/lcgs-PolicyPosition2011.pdf](http://www.yourhealth.gov.au/internet/yourhealth/publishing.nsf/Content/CA2578620005CE1DCA2578EF001D4A90/$File/lcgs-PolicyPosition2011.pdf) (22 May 2012)

ⁱⁱⁱ The International Association for Public Participation. <http://www.iap2.org.au/sitebuilder/resources/knowledge/asset/files/36/iap2spectrum.pdf> (22 May 2012).

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