



Collaborating in Health Strategy 2022-24

supporting authentic partnerships with our diverse communities

Consultation draft

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To be finalised

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Glossary

A glossary of terms will be included - taken from the Connecting for Health Strategy 2019-21 (**page 4**).

DRAFT

Foreword

Board Chair and CE

Consumers message

To be inserted

Introduction

To be inserted

What is a Strategy?

A strategy guides our values, actions and behaviours over a period of time to achieve a shared vision. This Strategy describes Metro North Health's aspirations and intended direction as an organisation that collaborates, in an authentic and meaningful way, with individuals and communities with diverse backgrounds and experiences.

Purpose of this Strategy

Consumer and community engagement are critical to improving patient experiences, person-centred care and health outcomes. As our fourth Strategy, our intent is to bolster consumer and community involvement in co-designing healthcare. We will focus on the known gaps in consumer and community engagement, such as expanding the diversity of representation in our improvement activities and empowering patients as partners in their healthcare journey.

This strategy will ensure that consumers and community representatives are *“present, powerful and involved”* in decisions *“at all levels of healthcare... from the wards to the board”* (Don Berwick, 2013, p18)¹.

Our services

Metro North Health is the largest public provider of health services in Australia. Our vision is to deliver excellent healthcare, working together, strong and healthy communities. Our services include rural, regional and tertiary hospitals, mental health services and community and oral health services.

Our communities

Metro North delivers care across a region stretching from metropolitan areas on the northern banks of the Brisbane River to rural areas surrounding Kilcoy, as well as providing specialty services for patients travelling from throughout Queensland, Northern New South Wales and the Northern Territory. As at December 2020 there were 1,062,907 residents our geographic catchment, of which 26,982 identified as Aboriginal and/or Torres Strait Islander.

Metro North Health has a growing, ageing and diverse population. As a culturally and linguistically diverse community, we recognise that culture, language and health literacy can be barriers to accessing healthcare. Aboriginal and/or Torres Strait Islander peoples and some of our culturally and linguistically diverse community continue to experience poorer health outcomes including having a high burden of chronic disease and illness.

The infographic below provides a summary of our population's demographic characteristics.

¹ Berwick, D. *A promise to learn – a commitment to act; Improving the Safety of Patients in England*. National Advisory Group on the Safety of Patients in England. August 2013.



Health needs

Brisbane North PHN and Metro North Health, Health Service Strategy and Planning Unit undertook extensive consultation with consumers, staff and community partners from May to August 2021 to inform the Local Areas Needs Assessment (LANA). The consultation results highlight the health needs impacting the Metro North region as reported by people who participated. Results are summarised below and include responses from 502 consumers and/or community members, 46 hospital staff, 202 GPs and other health practitioners, 10 partnership groups, and 27 community partners.

These areas will be priorities for consumer and community engagement over the next three years:

Mental Health

Mental health services and support across all age groups was overwhelmingly identified as a need by both consumers and health practitioners. Better availability and access to services, and affordability in addition to 'safe' culturally appropriate services was highlighted. Respondents focused on social, emotional wellbeing alongside mental wellbeing.

A majority of community respondents experienced mental health challenges and a high percentage of respondents have supported someone with a mental health challenge. Similarly, health practitioners identified mental health as both a priority and a health area that was causing significant impact on the wellbeing of their patients.

Older Person's Health

Older persons and aged care were a health area that was often identified by carers or when asked to think about the needs of their community.

Children's and Young Person's Health

Children and young persons were a demographic that were repeatedly identified as needing targeted support and health care services. Children were a specified demographic across specific health concerns and by both community respondents and health practitioners.

Alcohol and Other Drugs

Partnership groups and health practitioners moderately highlighted the growing need to address individuals experiencing alcohol and other drug use, particularly considering increased mental health and alcohol and drug presentations. One highlighted area of need was to reduce stigma and raising awareness for alcohol and drug services.

Metro North values

Our five organisational values guide the way we behave and work together to deliver care and provide the foundations for purposeful engagement:

- Compassion
- Respect
- Integrity
- High performance, and
- Teamwork

Principles for collaboration

The process of developing this Strategy has been collaborative. Our strategic priorities have been co-defined, through the lens of multiple perspectives. We will partner with consumers and communities to implement and evaluate outcomes of this Strategy.

The following principles for collaboration will guide implementation of this Strategy:

- All key stakeholders have an opportunity to be involved in a way that works for them.
- Consumers and community representatives are equals in an activity.
- Each activity is made safe for all participants through preparation, support and identification of potential risks.
- Staff communicate regularly, clearly and inclusively to close the loop.
- There is a commitment to using shared language, open information and to addressing power imbalances.

- Issues are co-defined through multiple perspectives with differing views acknowledged and accepted.
- Staff listen, assess and integrate the information shared in a transparent way.
- All participants collaborate to develop, prioritise, implement and evaluate outcomes.
- There is consistency of knowledge, training and processes to support purposeful engagement.
- The contribution of everyone involved in an activity is acknowledged.

Our strategies

Strategy 1

Engage and collaborate with communities who are underrepresented in our healthcare activities

What we will do

1. Build respectful relationships and trust, with support from community leaders, organisations and our workforce, to engage the following communities:
 - Aboriginal peoples and Torres Strait Islander peoples
 - People living with disabilities
 - Culturally and linguistically diverse (CALD) communities
 - Young people
 - Carers
 - People who are homeless or vulnerably housed
 - Lesbian, Gay, Bisexual, Transgender, Intersexual and Queer (LGBTIQ+)
 - Older people
 - People living in rural or remote communities.
2. Proactively seek feedback from members of these communities and use this feedback to improve healthcare access and experiences.
3. Use culturally appropriate and community-led engagement methods.
4. Increase representation of consumers, who identify with these communities, in formal engagement roles and activities.
5. Support the implementation of the Multicultural Action Plan and Health Equity Strategy for Aboriginal peoples and Torres Strait Islander peoples and Reconciliation Action Plans.

What we will measure

- Metro North Health's workforce participation in community-led events and activities.
- An annual increase in participation in formal engagement roles by communities who are underrepresented.
- Representation of these groups in reports summarising consumer feedback and patient reported experience measures at both departmental and organisational levels.

Strategy 2

Improve health and digital literacy to support the cultural, social and health needs of individuals and communities

What we will do

1. Improve the quality and consistency of health information making it easy for the community to access, understand and act upon.
2. Develop tailored health communication that is relevant and acceptable to CALD communities, Aboriginal peoples and Torres Strait Islander peoples, older people, young people, carers, LGBTIQ+, regional people and people with disabilities.
3. Collaborate with consumers to increase access to relevant and timely healthcare information, particularly emerging issues of concern such as COVID-19.
4. Establish partnerships to collaborate on research and innovation to enhance health and digital literacy within our communities.

What we will measure

- Annual audits are completed by each directorate to monitor and improve the quality, accessibility and consistency of consumer information, developed by Metro North Health.
- An increase in the variety of communication channels used to disseminate health information, such as websites, community forums, radio, newspapers and social media groups.
- An increase in the percentage of inpatients indicating they received culturally or spiritually appropriate resources in each directorate each year.

Strategy 3

Empower individuals, their families and advocates to be partners in, rather than recipients of, healthcare decisions and follow up

1. Continue to expand and utilise PREMs (patient reported experience measures) to monitor and improve patient involvement in treatment and care decisions.
2. Implement a PROMs (patient reported outcome measures) framework to guide a consumer-centric approach to the collection and use of patient reported data.
3. Co-design and implement a universal health passport for people who access multiple healthcare services and specialities.
4. Engage the expertise of community organisations who advocate for and support consumer empowerment.

What we will measure

- The percentage of inpatients indicating, “yes definitely” to being involved as much as desired in treatment and care decisions in PREMs surveys increases each year.
- A PROMs framework has been implemented and is used by clinicians to drive collaboration through the collection, reporting and application of patient reported data.
- A health passport is co-designed with consumers and has been implemented.

Strategy 4

Cultivate an organisational culture that values, respects and acts upon consumer feedback and input to shape and improve our services

What we will do

1. Develop workforce competencies for consumer and community engagement, relevant to the role that staff perform and offer staff development opportunities.
2. Expand the skills of the health engagement workforce to support greater consistency and quality of engagement practices across Metro North Health.
3. Continue to expand consumer participation in staff recruitment and selection.
4. Implement support processes for consumers, particularly for those who may be triggered when recounting past negative experiences during engagement activities.
5. Support the workforce to collect, interpret and act upon qualitative data provided by consumers.
6. Increase public reporting of consumer feedback and patient reported experience measures (PREMs) and action taken by the health service in response.
7. Support researchers to engage consumers and community organisations in co-designing innovation and research commencing with research protocols.
8. Acknowledge and celebrate consumers' contributions to the health service.

What we will measure

- An increase in public reporting on patient reported data and actions taken in response to this data.
- Consumers feel valued for their time and expertise as reported in the annual “consumer check-in survey”.
- Demonstrated improvement in consumer involvement as measured in the annual “consumer check-in survey”.
- A framework for co-designing healthcare with consumers has been developed and implemented in collaboration with consumers.
- An increase in consumer/patient participation in research and innovation.

Strategy 5

Evaluate and continuously improve collaboration with consumers, their families and communities.

1. Monitor and ensure compliance with the National Safety and Quality Healthcare Standards relating to consumer engagement and partnerships.
2. Evaluate consumer and community involvement in health service activities.
3. Contribute to the published evidence for authentic consumer and community engagement in healthcare.

What we will measure

- Prepare an annual progress report on consumer and community engagement including compliance with the National Safety and Quality Healthcare Standards.
- 50% of consumers engaged with Metro North Health, complete the annual “consumer check in” survey. Staff who have engaged consumers in formal activities complete the annual “check in survey”. Results of surveys are used to improve consumer engagement.
- Directorates have initiated or progressed at least 3 organisational co-design activities annually with consumers and community representatives.

Responsibility and accountability for delivering the Strategy

Role	Accountabilities
Metro North Hospital and Health Board	<ul style="list-style-type: none"> • Ensure Metro North Health is compliant with the National Safety and Quality in Healthcare Service Standards • Ensure Metro North Health is compliant with the <i>Hospital and Health Board Act (2011)</i> to develop, monitor and review a consumer and community engagement strategy every three years • Ensure actions and decisions give proper consideration of the human rights of every patient, consumer, staff and/or other person(s) involved in an act or decision in accordance with the <i>Human Rights Act 2019 (Qld)</i> (Human Rights Act) • Ensure compliance with the law relating to substitute decision makers in the <i>Powers of Attorney Act 1998 (Qld)</i> and <i>Guardianship and Administrative Act 2000 (Qld)</i>
Metro North Executives	<p>In addition to the same accountabilities as the Board:</p> <ul style="list-style-type: none"> • Ensure there are appropriate systems and processes to support compliance with Standard 2: Partnering with Consumers • Ensure there is consumer and community engagement in development, monitoring and evaluating organisational strategies and plans • Monitor opportunities for quality and safety improvement and implement system wide changes in response to consumer feedback
Metro North Partnering With Consumers Committee	<ul style="list-style-type: none"> • Provide oversight in the development, implementation and evaluation of the Collaborating in Health Strategy • Lead system level quality improvement activities, including standardisation for partnering with consumers and community • Work collaboratively to build organisational capability for exceeding Partnering with Consumers Standard 2 criterion • Collaboratively improve patient experiences through data collection, reporting and monitoring results as well as action taken to improve
Metro North Engage Team	<ul style="list-style-type: none"> • Develop, evaluate and revise a consumer and community engagement strategy every three years • Coordinate an annual progress report for Metro North on the strategy and Standard 2 • Provide secretariat support for the Metro North Partnering With Consumers Committee • Support the Board's consumer and community engagement agenda • Expand and support a network of consumers and community partners representing diverse interests • Establish and maintain a database of consumers and community partners • Partner with Health Consumers Queensland to foster a collaborative approach to consumer engagement

	<ul style="list-style-type: none"> • Identify and address organisational gaps and risks in consumer engagement • Support and facilitate consumer and community involvement in Metro North Corporate activities • Facilitate a collaborative and standardised approach to patient reported experience measures collection and reporting
Metro North communications including directorate communication officers	<ul style="list-style-type: none"> • Support staff to develop consumer written information • Provide training for staff in how to develop well written consumer information • Use multiple communication channels to increase public access to health information
Administration and finance officers	<ul style="list-style-type: none"> • Support consumers engaged in formal activities to participate in engagement activities, including signing up consumers as vendors • Support processing of consumer claim forms in a timely manner
Consumer and community engagement leads within each directorate/ facility	<ul style="list-style-type: none"> • Support the directorate to develop a clear and achievable action plan for consumer and community engagement • Provide leadership and support to directorate staff to enable consumer and community engagement • Foster inclusive and diverse consumer and community engagement • Coordinate the collection and reporting of patient reported experience measures • Maintain a database of directorate consumers and community partners • Facilitate “closing the loop” with consumers and community to report service improvements resulting from consumer feedback • Monitor compliance with Standard 2 and Metro North’s consumer and community engagement strategy • Escalate organisation-wide risks or gaps to the Metro North Partnering With Consumers Committee
Managers and senior clinicians	<ul style="list-style-type: none"> • Monitor and act upon consumer feedback to improve patient experiences • Utilise resources and training to partner with consumers on Metro North QHEPs or TMS to improve healthcare safety and quality • Utilise organisation-wide policies and procedures for partnering with consumers including Communicating Healthcare Rights and Informed Consent • Ensure local procedures, clinical pathways, point of care tools and education programs incorporate the principles of partnering with consumers, health literacy and shared decision-making • Comply with relevant legislation such as <i>Human Rights Act 2019 (Qld)</i> (<i>Human Rights Act</i>) and <i>Powers of Attorney Act 1998 (Qld)</i> and <i>Guardianship and Administrative Act 2000 (Qld)</i>

<p>Clinicians and frontline staff</p>	<ul style="list-style-type: none"> • Be familiar with the importance of partnering with consumers in healthcare safety and quality • Listen to and understand what is important to consumers as part of clinical interventions • Engage in conversations with consumers, carers and families when sharing health information, care options, healthcare rights, human rights and other aspects of their care • Support consumers through a conversation about care and treatment options incorporating informed consent (in line with the Clinical Excellence Queensland: Guide to Informed Decision-making in Health Care) and financial consent • Participate in cultural awareness training • Engage in conversations, seek guidance from consumers and respond to their requests to ensure dignity is maintained at all times throughout the care journey • Engage in conversations with the patient and their advocates to identify who the patient trusts to be involved in decision-making, including identifying substitute decision makers where needed • Partner with patients in care planning to incorporate individual needs, preferences and goals and support patients to manage their health • Encourage and support patients and carers to provide feedback about any concerns they have about their care, and support patients to use the complaints and feedback systems • Be cognisant of the power and importance of language in terms of respect, dignity and understanding • Provide evidence-based health information in a format that is easy to understand for a lay audience • Support consumers to access accredited interpreters when they are needed • Routinely ask if patients for their demographic information, collected in administrative and clinical information systems, explaining why we ask for this information. For example, ask if patients identify as Aboriginal and /or Torres Strait Islander origin, and record this information • Link consumers with cultural support e.g. Indigenous Hospital Liaison Officers
<p>Consumers involved in Metro North activities</p>	<ul style="list-style-type: none"> • When partnering in an activity, abide by the spirit of the Queensland Public Service Code of Conduct including disclosure of conflicts of interest and maintaining confidentiality when requested • Complete and submit the required paperwork for payment or reimbursement, where this is offered, as per the Metro North Partnering with Consumers Procedure • Complete the annual consumer “check in” survey to provide feedback about consumer experiences in collaborating with Metro North Health

<p>Patients, carers, and families</p>	<ul style="list-style-type: none"> • Patient's, carers and families participate in care plans to the extent that they desire • Patient's, carers and families can utilise health information tailored to their unique needs to assist in managing their health • Patient's, carers and families provide feedback about their health care experience utilising consumer feedback mechanisms • Patient's, carers and families have input into service design and safety and quality improvements, if they desire, via surveys, forums, focus groups • Patient's, carers and families can access cultural support e.g. Indigenous Hospital Liaison Officers
<p>Community partner organisations who advocate for consumers</p>	<ul style="list-style-type: none"> • Provide guidance on consumer empowerment and advocacy • Tailored advice regarding the needs of specific consumer populations
<p>Co-design project team - SEED innovation (until June 2022)</p>	<ul style="list-style-type: none"> • Develop a framework as resource to support co-design with consumers

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