Our Strategy for P.E.A.C.E
Patient Experience and Consumer Engagement
2017-2020
Patient Experience and Consumer Engagement Strategy 2017 - 2020

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### Making patient safety everyone’s priority
Our strategy for P.E.A.C.E

Patient Experience and Consumer Engagement
A person-centred approach
Feel the difference

Patient experience
• respect
• physical comfort
• access to care
• compassionate care
• emotional support
• empathetic listening and response.

Consumer engagement
• empowerment
• diversity
• continuous improvement
• partnership
• inclusion
• participation.

• Ensuring compassionate care and empathetic communication is provided.
• Empowering consumers to be actively involved in their own care and also in health policy, planning, development and evaluation of the service.

“I’ve learned that people will forget what you have said, they will forget what you have done, but they will never forget how you made them feel.”

Maya Angelou
Section 1: Introduction

The Sunshine Coast Hospital and Health Service is a dynamic healthcare provider that operates in an environment where quality patient care is paramount. Our vision as a health service is to provide health and wellbeing through exceptional care.

In recent years, expectations of the performance and quality of healthcare organisations have moved beyond the provision of excellent care alone to embracing the patient experience as an important indicator of the quality of healthcare provided.

The Australian Commission on Safety and Quality in Health Care mandates supporting active partnering with patients, carers and other consumers to improve the safety and quality of care.¹

The Australian Commission on Safety and Quality in Health Care is the national hospital accreditation authority.

There is also growing evidence to support a direct correlation between the patient's perspective of their experience of care and their eventual health outcome.²

The health service's Consumer and Community Strategy and Implementation Plan 2013-2016 was successful in beginning our consumer engagement journey (see Appendix 1 for a summary of the work completed). During this phase we learnt consumer engagement is closely linked with the patient experience and both lead to delivering care that is more person-centred.

This new strategy unites the Patient Experience and Consumer Engagement teams to support the health service to deliver person-centred care.

Being person-centred is being respectful of and responsive to the preferences, needs and values of patients, consumers, colleagues and the wider community; it is understanding and valuing people for who they are.

¹ Australian Commission on Safety and Quality in Health Care (2012). National Safety and Quality Health Services Standards.

Section 2: Purpose and scope of the strategy

2.1 Purpose
This strategy provides clear direction and a course of action to guide all Sunshine Coast Hospital and Health Service staff and consumers to build meaningful relationships and support the delivery of person-centred care.

2.2 Scope
This strategy will build upon the principles for person-centred care and consumer engagement to ensure our health service meets the needs of our community. It has been developed in consultation with staff, patients and community members and we thank them for their participation and passion in working towards making the healthcare experience better for all in our community.

2.3 Alignment
The strategy aligns with the Triple Aim Philosophy of the health service’s Clinical Governance Strategy and with its priority to improve the care and experience for all people using our health service ultimately bettering outcomes for our community.

Sunshine Coast Hospital and Health Service Strategic Objective: Better care for individuals—our patients experience safe, reliable care.

The strategy directly reflects the health service vision and values.
Our vision and our values together equal the shared purpose which drives the P.E.A.C.E strategy.

Our vision
Health and wellbeing through exceptional care.

Our purpose
To deliver the highest standards of safe, accessible, sustainable, evidence-based healthcare with a highly skilled and valued workforce that optimises the wellbeing of our community.

Our values
- Know your customers
- Deliver what matters
- Make decisions with empathy
- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries
- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback
- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency
- Lead, empower and trust
- Play to everyone’s strengths
- Develop yourself and those around you
Section 3: Achieving P.E.A.C.E.

Every person involved with our health service can participate in transforming the experience of people in our care.

3.1 Definition:

The patient experience is the person’s view of the entirety of their admission including clinical care, emotional interactions and the strength of relationships built. This is directly influenced by the organisational culture.

Health consumers actively participate in their own healthcare and in health policy, planning, service delivery and evaluation.

Combining patient experience with consumer engagement to achieve PEACE and person-centred care.
Section 4: Goals and outcomes

Goal 1: Measure the patient experience

How we will achieve this

Opportunities for feedback:
• Build on and strengthen opportunities for patients, carers and families to provide feedback on their experience in our service
• Develop and implement a schedule of patient experience surveys
• Support the review and analysis of patient experience, including patient stories and surveys
• Further the use of patient experience findings in making sustainable improvements to services.

Concerns, complaints and compliments:
• Improve and streamline the approach to responding to and handling concerns, complaints and compliments
• Systematically review all concerns and complaints to identify lessons learnt and provide evidence to drive patient experience improvements
• Support clinical staff to utilise their feedback to focus on improving service and reducing complaints.

Outcome
Measuring the patient experience enables us to:
• Recommend evidence-based improvement activities
• Celebrate successes and influence behaviour and culture change
• Define performance indicators for patient experience and report to relevant committees and boards.

Goal 2: Prioritise and support patient experience improvements

How we will achieve this

• Develop an annual prioritised plan for patient experience improvements (based on analysis from results, consumer consultation and staff involvement)
• Establish a patient experience working group to enable and support the implementation of priorities
• Review and reform the method for using real time surveys to gain patient feedback. Increase the number of surveys completed at a ward/department level
• Establish and operate a system to improve the involvement of consumers in the development and review of consumer focused publications.

Outcome
Departments, service groups and facilities are empowered to take action based on feedback from patients and their families to make positive changes within the health service and to drive and support a person-centred care culture.

Goal 3: Engage with our consumers

How we will achieve this

Supporting consumers and staff:
• Provide training opportunities to our consumers to support them to be active members of health service committees, working groups and service design projects
• Increase opportunities for consumers to explore ways to capture the patient experience and to drive improvements
• Provide training to consumers and staff to build understanding of the diverse needs of our community.

Outcome
Consumers are empowered to be active partners in improving healthcare through diverse engagement processes.
Goal 4: Health service staff model person-centred care and communicate effectively and respectfully
How we will achieve this

- Build on and strengthen the implementation of person-centred care education to all staff and volunteers
- Build on and strengthen the implementation of customer service training to all staff and volunteers
- Educate all staff on effective communication, including the use of approved communication tools
- Improve staff capacity to manage and resolve consumer feedback at the point of care
- Work with our volunteers to ensure they feel valued and are trained to support the health service effectively
- Ensure open disclosure education is available for relevant staff
- Develop a culture of ‘working with’ our consumers rather than ‘doing to’ them
- Promote the Charter of Australian Health Rights and ensure it is available throughout the health service.

Outcome
A person-centred culture enables everyone to focus on being respectful and responsive to the preferences, needs and values of consumers and colleagues.

Section 5: Critical success factors

Patient experience is continually measured and used to develop improvement activities

- Consumer engagement continues to demonstrate an appropriate mix of consumer representation on committees, working groups and service design projects and involvement with consultative functions
- Staff attendance records for person-centred care and customer service education demonstrate that staff engage with respectful communication
- Consumer feedback management consistently demonstrates a higher ratio of compliments to complaints
- High satisfaction rate for consumer feedback management.

Section 6: Barriers/risks to success

- Insufficient level of engagement by executive, directors and managers to drive the cultural change required
- Staff resistance to education and culture enhancement.
Section 7: Accountabilities and responsibilities

**Executive**
- Drive cultural change to deliver high levels of patient satisfaction results across the health service.
- Provide leadership, direction and resources to ensure consumer engagement is core in organisational planning.
- Lead and reinforce importance of a person-centred care culture with the patient experience as an evolving quality process.
- Commit to a culture of continuous quality improvement. Provide adequate resources to achieve results.

**Managers**
- Support staff to recognise the importance of patient experience activities and use identified issues to formulate quality improvement activities for the health service.
- Understand and support the implementation of the ACHS National Standards Standard 2—Partnering with consumers.
- Be respectful of, and responsive to, the preferences, needs and values of patients, family, colleagues and the wider community. Participate in safety, quality and innovation activities and programs.
- Build capacity in frontline staff and create opportunities for self and team to work collaboratively and communicate effectively with patients and other service areas.

**All staff**
- Manage patient feedback effectively, in an empathetic and timely manner.
- Build relationships to empower patients to make informed decisions but also provide the patient experience as an evolving quality process.
- Be respectful of, and responsive to, the preferences, needs and values of patients, family, colleagues and the wider community. Participate in safety, quality and innovation activities and programs.
- Participate in learning opportunities for development of effective communication skills and use these skills in all interactions.

**Patient Experience and Consumer Engagement team**
- Set goals, lead development, provide advice and reinforce the importance of a person-centred care culture to drive the patient experience as an evolving quality process.
- Ensure consumer aspirations and needs are incorporated into decision making.

**Partnering with consumers**
- Build relationships to empower patients to make informed decisions but also provide the patient experience as an evolving quality process.
- Be respectful of, and responsive to, the preferences, needs and values of patients, family, colleagues and the wider community. Participate in safety, quality and innovation activities and programs.

**Person-centred care**
- Be respectful of, and responsive to, the preferences, needs and values of patients, family, colleagues and the wider community. Participate in safety, quality and innovation activities and programs.

**Communication**
- Provide leadership, direction and resources to ensure consumer engagement is core in organisational planning.
- Lead and reinforce importance of a person-centred care culture with the patient experience as an evolving quality process.
- Commit to a culture of continuous quality improvement. Provide adequate resources to achieve results.
Consumers engaged

- 101 Consumers signed up to the consumer engagement register.
  - End of Life Care Committee
  - Patient Safety and Quality Committees
  - Gympie Collaborative Network
  - Gympie Senior Leadership Group
  - Gympie Collaborative Network
  - Antimicrobial Stewardship Council
  - Mental Health Services Committees.

Consumers have been engaged through focus groups and workshops in the development of models of care, including:

- Maternity and neonatal services
- Rehabilitation
- Major trauma

Issue-specific consumer groups have been developed to empower consumers, including:

- Rehabilitation Assessment Unit Consumer Group
- Renal Consumer Group
- Maternity Consumer Group.

Patient experience

- 3351 Patient Experience Tracker (PET) surveys were completed as part of a successful pilot in 2015. PETs are now available to consumers throughout the health service in 2016. These devices enable patients, their family and carers to provide feedback on their experience across the health service.

- More than 30 different patient experience surveys have been undertaken by units across the health service, including a major survey of 462 patients across all outpatient units.

Example: Maleny Soldiers Memorial Hospital has 98 per cent patient satisfaction which is the highest in the state for a small hospital.

- $65,000 grant from Wishlist will ensure a specialist animated paediatric survey tool will be used to collect service feedback from children, assist with research projects, and drive quality improvement.

Good governance

- The health service governance processes for inclusion and engagement of consumers have been developed and implemented, including a procedure, and an intranet page containing tools and staff resources.

Example:

- Patient Complementary and Alternative Medicines-With-Chemotherapy Education Brochure – 100% of chemotherapy prescribers perceived the need, 100% of patients receiving chemotherapy reported the brochure information was relevant, answered their Complementary and Alternative Medicines-With-Chemotherapy (CAM) questions and was easy to understand.

Education and training

- 100% of new staff receives mandatory consumer engagement induction during orientation.

- Consumers have participated in various educational opportunities, helping to educate our staff.

- The SCHHS has adopted the International Association of Public Participation (IAP2) principles and six senior staff have attended IAP2 training.

- Training for consumers to undertake their role effectively.

Areas of focus

- Preparation of a more concise, consumer-relevant strategy.

- Improving approaches to track outcomes of consumer engagement activities for quality improvement, including identifying a suitable central repository for data or a data collection system to improve our ability to audit the results.

- Developing measurable performance indicators to enable ongoing assessment of the future strategy.

- Increased consumer representation in key committees and service development.

Patient feedback

- 2013/14: 2055 compliments 901 complaints
  - 2:1 ratio of compliments to complaints.
  - 95% of complaints resolved within the statewide benchmark of 35 days.

- 2014/15: 3528 compliments 1826 complaints
  - 2:1 ratio of compliments to complaints.
  - 95% of complaints resolved within the statewide benchmark of 35 days.