Connecting with our communities and partners

Consumer and Community Engagement Strategy 2018–21

Version 2
Contents

Message from the Board Chair and Chief Executive 3
Introduction 4
Strategic alignment 5
Legislation and policy context 6
Strategy aims 6
Levels of consumer and community engagement 7
Principles of consumer and community engagement 8
What engagement looks like in WBHHS 9
Governance 14
Evaluation and reporting 14
Appendix A – Strategic alignment 15
Appendix B – Spectrum of consumer and community engagement/participation within WBHHS 16
Appendix C – Wide Bay Hospital and Health Service profile 17
Appendix D – Stakeholder analysis 19
Appendix E – Terms and definitions 20

Wide Bay Hospital and Health Service
Consumer and Community Engagement Strategy

Version control
The first version of the Community Engagement Strategy and Policy was formally approved by the Wide Bay Hospital and Health Board in 2012.

This version was formally approved by the Wide Bay Hospital and Health Board on 7 February 2018.

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Message from the Board Chair and Chief Executive

Wide Bay Hospital and Health Service (WBHHS) values engagement with our consumer and community members.

Engagement can take many forms and occur at many levels across the region. It includes informing our consumers about what is happening at WBHHS, consulting with them about service provision, including them in key planning activities, collaborating with them about service design and empowering them to make decisions.

Engagement activities at WBHHS happen with individual patients, community groups, at a service or team level, right up to higher levels in the organisation such as the Wide Bay Hospital and Health Board and the Executive Management Team.

Engagement helps us to fulfil our vision of “Improving health, together” and provides the foundation for us to deliver patient centred care to all people in the healthcare process. WBHHS recognises that engagement with consumers and communities creates better health care.

This Strategy defines and guides how WBHHS will engage with its consumers and community for the next three years. It ensures that the consumers and communities of WBHHS have a say in what their healthcare looks and feels like and that we are truly “Improving health, together”.

Peta Jamieson
Chair
Wide Bay Hospital & Health Board

Adrian Pennington
Chief Executive
Wide Bay Hospital & Health Service
Introduction

The Declaration of Alma Ata by the World Health Organisation in 1978 states, “People have the right and duty to participate individually and collectively in the planning and implementation of their healthcare”. Since then there has been significant progress in developing partnerships with consumers and communities to improve safety and quality in healthcare.

Health care that is developed in conjunction with local health consumers and communities produces better health outcomes, and supports the delivery of a patient-centred healthcare approach (Australian Commission on Safety and Quality in Healthcare, 2011).

Meaningful engagement connects staff to the people they support, the purpose of their work and enables them to deliver care that leads to better outcomes (Health Consumers Queensland (2017, p.2).

Consumer and community participation results in improved health care and promotes a more transparent, accessible accountable and appropriate health service. Through participation consumers and community members can make a valuable contribution to the health system and strengthen links between health services and their local communities.

Wide Bay Hospital and Health Service (WBHHS) covers an area greater than 37,000km², with a population of approximately 210,000 living in regional cities, coastal and rural towns. Health service need is largely determined by the size and key demographic features of the local population such as age profile, socio-economic status and diversity of ethnic groups. Demography also influences lifestyle risk factors and health literacy, which have a direct impact on the health and wellbeing of our community.

Wide Bay is the second most disadvantaged HHS region in Queensland, with high levels of unemployment and people living ‘below the poverty line’, low levels of private health coverage and Aboriginal and Torres Strait Islander populations higher than state average. To understand the nuances of this level of diversity and its impacts on healthcare, it is essential that consumer and community engagement becomes central to the future planning, design, delivery and evaluation of services.

For the purposes of this strategy, engagement is defined as the processes and structures in which WBHHS:

- Communicates information to consumers and community
- Seeks information, involvement and collaboration from consumers and the community with the primary aim of informing WBHHS’s decision making.

Best practice consumer and community engagement as prescribed by the International Association for Public Participation (IAP2) (2014) identifies the key stages of engagement as INFORM, CONSULT, INVOLVE, COLLABORATE, EMPOWER (Figure 1).

The WBHHS Consumer and Community Engagement Strategy identifies a range of partnerships between the Hospital and Health Service, its services, patients, consumers and the community. The Strategy is a living document, designed to evolve along with the further growth and development of consumer and community participation in the Wide Bay region.

![Figure 1: Stages of Engagement (IAP2, 2014)]
Strategic alignment

Consumer and community engagement is the most effective way for health organisations to understand what and how their community wants health care to be delivered in order to best meet their needs and preferences and to work in partnership with them to achieve it (Health Consumers Queensland, 2017). The Board leads the service in engaging with our communities and stakeholders to tailor services according to local need.

The elements of consumer and community engagement can be linked to the WBHHS Strategic Plan and the WBHHS’s pledge of Connecting with our communities, partners and staff.

WBHHS purpose

WBHHS delivers high-quality, patient- and family-focused, innovative and cost-effective health care across the geographical areas of Bundaberg, Fraser Coast and North Burnett local government areas and part of the Gladstone local government area (Miriam Vale) by engaging with our community and developing our highly skilled workforce.

Government objectives for the community

WBHHS contributes to the Government’s objective of delivering quality front line services and strengthening our public health system. We do this by providing hospital and health services in the Wide Bay and North Burnett to meet growing demand and expanding needs, and to support the building of safe, caring and connected communities.

The WBHHS Strategic Plan advances the principles and directions of the Queensland Governments vision stated in My health, Queensland’s future: Advancing health 2026.

WBHHS recognises that working locally in partnership with our consumers, community and our staff is the best way to inform decision making and planning around service delivery and improvement. The Strategic Plan also aligns with a range of local, state, national and international plans, frameworks and strategies. These are listed at Appendix A.
Legislation and policy context

The *Hospital and Health Boards Act 2011* (the Act) and the *Hospital and Health Boards Regulation 2012* (the Regulation) require that each Hospital and Health Service develop and publish the following engagement strategies:

- An employee engagement strategy to promote consultation with health professionals working in the Service
- A consumer and community engagement strategy to promote consultation with health consumers and members of the community about the provision of health services by the Service.

In addition there is a requirement that HHSs use their best endeavours to develop protocols with local primary healthcare organisations to promote cooperation in the planning and delivery of health services.

The *Hospital and Health Boards Regulation 2012* articulates the methods for consultation, mandatory inclusions, and the review and reporting periods for the engagement strategies.

In addition to the Act and the Regulation, the National Safety and Quality Health Service (NSQHS) Standards provide the framework for the service to implement systems to support partnering with patients, carers and other consumers to improve the safety and quality of care. The NSQHS, developed by the Australian Commission on Safety and Quality in Health Care and endorsed by Australian Health Ministers, are one of the sets of standards against which the WBHHS organisational performance is measured. Standard 2: *Partnering with consumers* is particularly relevant to this Strategy.

The National Standards and Regulation reference the Australian Charter of Healthcare Rights (the Charter). The Charter, also developed by the Australian Commission on Safety and Quality in Health and endorsed by Australian Health Ministers, covers Queensland public and private health facilities and details the key rights of patients and consumers when seeking or receiving healthcare services.

The *Mental Health Act 2016* also represents a major step forward for patient rights and recovery and the benefits of greater engagement with consumers, clinicians, legal professionals and the wider community.

Strategy aims

To further achieve the International Association for Public Participation (IAP2) objective of empowerment for the community, this Strategy aims to give the WBHHS community greater input during Inform, Consult, Involve and Collaborate stages of engagement.

The aims of the Strategy ensure that:

- WBHHS involves patients and families with lived experiences of healthcare services, consumers and the community in planning, delivery and evaluation of services
- Channels of communication and engagement are maintained and enhanced between our facilities/services and the consumers and communities they serve
- Our community is well informed about local and WBHHS issues and priorities
- There is transparency and accountability in the health service decision-making and evaluation.

WBHHS is committed to engaging with consumers and the community in a respectful and purposeful way. WBHHS is a diverse organisation and will use engagement processes that are appropriate for those involved, the issues at hand and the decisions to be made.

This Strategy complements and intersects with the WBHHS Employee Engagement Strategy (2017) and a number of other key documents including:

- WBHHS Clinical Governance Framework
- WBHHS Strategic Plan
- WBHHS Local Primary Health Care Protocol (between WBHHS and the Primary Health Care Network).
Levels of consumer and community engagement

Engagement occurs at different levels across a range of domains of health service operations, all with the aim of improving health care services to the people in the Wide Bay community.

- **Individual** – involvement in individual treatment and care (e.g. patient and family-centred care; self-management)
- **Business Unit/Facility/Team level** – involvement in co-design, implementation and evaluation of programs (e.g. consumers, carers or community members in working groups or committees)
- **Division** – involvement in higher-level decision making and governance (e.g. consumer advisory groups, consumer, carer and community member representatives at executive levels)
- **Health Service** – engaged in WBHHS-wide committees or networks (including the WBHHS Community Reference Groups). The needs of the diverse community are considered in all health planning
- **WBHH Board** – engagement with key stakeholders at local, WBHHS-wide level to inform strategic directions and decisions
- **State, National Level** – consumers and community participants are engaged in planning and development of health services through peak state and national health agencies to improve patient outcomes.

![Figure 2: Levels of consumer and community engagement](image)
### Principles of consumer and community engagement

WBHHS has adopted the Health Consumers Queensland (2017) four (4) principles of consumer and community engagement (Figure 3) to support our approach to engagement.

<table>
<thead>
<tr>
<th>Principles</th>
<th>Principle Statement</th>
<th>Principle in Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnership</td>
<td>Working relationships between engagement partners are built on transparent and accountable processes. The purpose of consumer and community engagement is to shape service delivery to better meet consumer and community needs. Engagement takes place at all levels of the service: planning, design, delivery, evaluation and monitoring.</td>
<td>Guidelines, policies and procedures are in place to guide transparent, accountable and creative processes that support staff to create meaningful and equal partnerships within their health organisation and communities. Consumers and community are engaged at the planning phase of projects to maximise their opportunity to contribute to and shape the outcome. Consumers and staff are provided with clear information about the engagement activities they participate in, including the scope and responsibilities of their roles (e.g. in Terms of Reference) and the outcomes and progress of their partnerships. All staff and consumers are provided with training on consumer and community engagement, how to partner effectively, and effective communication and facilitation. Engagement partners have opportunities for professional development e.g. attending conferences, forums and external training. Evaluation of engagement activities is built into all project plans and undertaken to assess the quality of the partnerships and encourage continuous improvement. Both health staff and consumer feedback on activities is sought. Remuneration and reimbursement processes are in place to ensure consumers are not out of pocket and are remunerated for their time. Engagement activities are held external to the health organisation in local communities and are scheduled at a variety of times and days to respect the needs of consumers with work and family responsibilities. Health organisations partner with external agencies (e.g. multicultural, youth agencies) and where appropriate external staff lead culturally appropriate processes. Creative engagement methods are explored to ensure that activities are appropriate for all parts of the community, e.g. people with low literacy, children and young people.</td>
</tr>
<tr>
<td>Respect and dignity</td>
<td>Engagement partners value each other's perspectives, knowledge and beliefs and develop relationships based on clear and open communication and shared goals. Partnerships focus on solutions and support the participation of consumers and community.</td>
<td></td>
</tr>
<tr>
<td>Inclusive</td>
<td>Engagement processes are accessible, flexible and designed to promote partnerships with populations that reflect the diversity of their communities and identified health needs. The health service engages through outreach and is respectful of existing community resources and expertise.</td>
<td>Remuneration and reimbursement processes are in place to ensure consumers are not out of pocket and are remunerated for their time. Engagement activities are held external to the health organisation in local communities and are scheduled at a variety of times and days to respect the needs of consumers with work and family responsibilities. Health organisations partner with external agencies (e.g. multicultural, youth agencies) and where appropriate external staff lead culturally appropriate processes. Creative engagement methods are explored to ensure that activities are appropriate for all parts of the community, e.g. people with low literacy, children and young people.</td>
</tr>
<tr>
<td>Improvement</td>
<td>All engagement activities are evaluated by health staff and consumers and findings implemented for continuous improvement. Ongoing training and development opportunities are provided to support the capability building of all engagement partners.</td>
<td></td>
</tr>
</tbody>
</table>

Figure 3: Principles of consumer and community engagement
What engagement looks like in WBHHS

The model of engagement is a spectrum from informing, through consulting, involvement and collaboration to empowerment. With increasing engagement comes increased accountability and responsibility. The situation determines the appropriate level of engagement.

Specific groups have been and will continue to be established to ensure a high degree of consumer and community engagement in planning new services, capital works and models of care.

<table>
<thead>
<tr>
<th>Type of Engagement</th>
<th>Current Engagement Activities</th>
<th>Level of Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inform</strong></td>
<td></td>
<td>Individual</td>
</tr>
<tr>
<td>Clinical handover at the bedside</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Complaints and compliments</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Consumer feedback system</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>WBHHS Board events</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Informed consent</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Media releases</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Presentations/public speaking (by WBHHS staff)</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Publications/information material</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Site specific signage</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Staff newsletter</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>WBHHS facilitated events</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>WBHHS website information</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Consult</strong></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Feedback on WBHHS planning documents</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Personal briefings</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Point of Care consumer surveys</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Satisfaction surveys</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Involve</strong></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Community displays/stalls</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>WBHHS facilitated events</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Interagency meetings</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Meetings with the WBHHS Board</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Memorandum of Understanding with key partners</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Networking events</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Staff participation in state-wide and national Councils/Networks/Committees</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td><strong>Collaborate</strong></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>WBHHS community reference groups</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Aged care residents and relatives meeting</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>WBHHS committees</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Focus groups</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Large group/stakeholder collaboration</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Meetings by invitation</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Empower</strong></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Community representation on the WBHHS Board</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Consumer representative on the WBHHS Health Care Standards Committee</td>
<td>✓</td>
<td></td>
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</tbody>
</table>

Figure 4: Engagement Matrix – Current Activities
Inform

We will keep you informed.

The goal of this level of engagement is to provide stakeholders with balanced and objective information. This process can provide the basis for building knowledge and skills in the community in order to assist decision-making and change through:

- Increasing understanding of issues, alternatives or solutions
- Increasing stakeholder/community ability to address issues
- Increasing community compliance with regulation and other requirements associated with change.

Examples:

- WBHHS website: One of WBHHS’s primary communication tools, the website is a source of information for the Wide Bay community. Media releases and publications issued by WBHHS are also available on this site.
- Media releases: Regular media releases ensure WBHHS provides reliable, timely and accurate information to all media servicing the WBHHS area, including print, digital and broadcast.
- Publications/Information material: WBHHS publications about WBHHS-specific programs, services and initiatives.
- WBHHS-facilitated community events: WBHHS-hosted events that provide opportunities for staff to provide information to the community.
- Board events: Regular informal community meetings open to the public to talk with WBHH Board members.
- Individual care information provided to patients: Bedside handover and information available for patients and carers.
- Presentations/Public Speaking: WBHHS staff representatives speak at relevant meetings or events such as workshops and community events.
- Site-specific signage: Erected temporarily or permanently to inform the public of a project, facility and other relevant service details.
Consult

We will listen to you, consider your ideas and concerns and keep you informed.

This will be achieved by generating active two-way communication between WBHHS and the community. The goal of this type of engagement is to obtain feedback on analysis, alternatives or decisions. At this level, WBHHS seeks feedback to identify important community issues and perspectives that can influence and assist decision making. At an individual level, informing is a prerequisite for consultation.

Examples:
- WBHHS website: Use technology to encourage two-way communication such as items for public comment.
- Community displays/stalls: WBHHS staff representatives are available at a nominated venue and for a specific period of time, encouraging citizens to attend and discuss the topic/s.
- Surveys: WBHHS has established patient experience surveys. The results of these surveys are tabled at management and safety and quality meetings across the service. Action plans targeting areas for improvement are developed, implemented and monitored by these meetings. As an adjunct to the biannual survey any feedback provided by consumers is entered into the Consumer Feedback module of the RiskMan database to ensure that Line Managers, Executives and the Board receive a full picture of patients’ evaluation of services.
- Site meeting/tour: Interaction at specific locations, usually facilitated by the WBHH Board Chair and/or WBHHS Chief Executive for invited participants.
- Personal briefings: Inform relevant community groups/individuals that they may request a personal briefing with a manager, executive or Board member to discuss a particular issue.
Involve

We will work with the community to ensure their feedback is directly reflected in alternatives and solutions.

The goal of this method of engagement is to work directly with the community throughout the process to ensure public feedback, concerns and aspirations are consistently understood and considered.

The distinguishing difference between ‘consult’ and ‘involve’ is the level of participation expected of the community and other stakeholders. While consulting requires the facilitator to seek feedback at a given point in time, involving means deliberately putting into place a method to work directly with stakeholders throughout the process.

Examples of consumer and community involvement within WBHHS include:

- Participating in meetings: consumer/community representatives are invited to participate at WBHHS and divisional level Safety and Quality meetings
- Inclusion: including consumers in Terms of Reference for all new projects, committees, documents and procedures
- Advocacy: Mental Health Consumer and Carer Consultant and the Independent Patient Rights Advisor position for patients with mental illness
- Training: involve patients in the training of our workforce – Patient experiences at WBHHS are available on the staff learning online portal
- Community Input: incorporating feedback from WBHHS Community Reference Groups across the region.
**Collaborate**

We will work with you on an ongoing basis to ensure your ideas, concerns and aspirations are considered. We will provide feedback on WBHHS decisions.

WBHHS aims to create a collaborative relationship/partnership between our organisation and the community, facilitating involvement in shaping decisions that affect community life. Informing, consulting and involving are components of collaborating.

Examples within WBHHS:
- Meetings with WBHHS committees/advisory groups/auxiliaries: Formal consultation between WBHHS staff with members of the community with expertise in particular areas, governed by the groups’ terms of reference
- Large group/stakeholder collaboration: A forum to address a strategic issue or plan. Brings together the WBHH Board, WBHHS staff, stakeholder groups and individuals with relevant expertise and knowledge to formulate a response
- Forums: Monthly resident/family forums at all WBHHS residential aged care facilities
- Community input: Collaborating with WBHHS Community Reference Groups across the region.

**Empower**

We will give the community greater opportunity to participate in a transparent flow of information and feedback to WBHHS in making decisions.

Communities share responsibility for making decisions and accountability for the outcomes of those decisions.

Examples within WBHHS:
- Board: Community representative on the WBHH Board.
Governance

The Board, through the Health Service Chief Executive and the Executive Management Team, has accountability for the development and implementation of the Consumer and Community Engagement Strategy. The Strategy aims to strengthen the partnership between WBHHS, consumers and the community with a range of cascading mechanisms for two-way communication.

To support consumers and/or carers to fulfil their partnership role on committees and advisory groups, the WBHHS is committed to the provision orientation and ongoing training for consumers and/or carers.

The Strategy is a living document and the governance of consumer and community partnerships will continue to develop as it is implemented.

Figure 5: Key consumer and community engagement structures and linkages – Wide Bay Hospital and Health Service

Evaluation and reporting

Consumer and community engagement activities will be monitored and evaluated.

Evaluation of the impact and success of this Strategy will involve:

- Reporting on consumer and community engagement activities through routine service reporting schedules
- Formative evaluation of the Consumer and Community Engagement Framework at the end of each year
- WBHHS maintaining accreditation requirements in relation to Standard 2: Partnering with Consumers, National Safety and Quality Health Service Standards and National Mental Health Standards
- Consultation with consumer representatives, consumer groups and key partner organisations will occur as part of the review process.

Evaluation methods and reporting requirements ensure that WBHHS facilities and services are accountable for consumer and community engagement and will be included in routine reporting schedules, forming an integral part of the expected performance.
Appendix A – Strategic alignment

Local

- Wide Bay Hospital and Health Service (WBHHS) Strategic Plan
- Local Primary Health Care Protocol WBHHS-PHN
- WBHHS Employee Engagement Strategy

State

- My health, Queensland’s future: Advancing health 2026
- Queensland Health Strategic Plan 2016–2020 (2017 update)
- Queensland Health Mental Health Service (2010) Consumer, Carer and Family Participation Framework
- Hospital and Health Boards Act 2011
- Hospital and Health Boards Regulation 2012

National

- Australian Commission on Safety and Quality in Health Care (2017) National Safety and Quality Health Service Standards
- The IAP2 (2014) Foundations of Public Participation
- National Mental Health Standards
- Aged Care Standards

International

- United Nations (1948) Universal Declaration of Human Rights
- World Health Organization (2015) WHO global strategy on people-centred and integrated health services
Appendix B – Spectrum of consumer and community engagement/participation within WBHHS

*assumes strategies from previous level are included in next*

Adapted from: IAP2 Public Participation Spectrum, developed by the International Association for Public Participation.

<table>
<thead>
<tr>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Points of Influence – Participation Goal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide stakeholders with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.</td>
<td>To obtain stakeholder feedback on analysis, alternatives and/or decisions.</td>
<td>To work directly with stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered.</td>
<td>To partner in each aspect of the decision making process including the development of alternatives and identification of the preferred solution.</td>
<td>To place final decision-making in the hands of stakeholders.</td>
</tr>
</tbody>
</table>

| How to Engage – Promise to the Public | | | | |
| We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and provide feedback on how stakeholder input influenced decisions. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives/options developed and provide feedback on how your input influenced decisions. | We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into decisions to the maximum extent possible. | We will implement what you decide. |

| Expected Outputs – Strategies | | | | |
| Internet | Focus groups | Workshops | Advisory committees | Steering committees |
| Displays | Surveys | Conferences | Stakeholder reference groups | Boards |
| Media releases | Public meetings | Working parties | | Executive committees |
| Education programs | Patient safety rounds | | Consumer representatives on WBHHS committees | |
| Forums | Online surveys | | | |
| Care plans and case management | | | | |

Figure 6: Spectrum of Consumer and Community Engagement/Participation
Appendix C – Wide Bay Hospital and Health Service profile

Wide Bay Hospital and Health Service (WBHHS) is an independent statutory body overseen by a local Hospital and Health Board. It delivers health services to approximately 210,000 people across Wide Bay.

WBHHS is responsible for the delivery of public hospital and health services including medical, surgical, emergency, obstetrics, paediatrics, specialist outpatient clinics, mental health, critical care and clinical support services to people in a geographical area that incorporates the North Burnett, Bundaberg and Fraser Coast local government areas and part of Gladstone local government area (Miriam Vale).

**WBHHS facilities**

WBHHS is responsible for the direct management of the facilities and community health services based within the HHS’s geographical boundaries including:

- Bundaberg Hospital
- Maryborough Hospital
- Hervey Bay Hospital
- Childers Multi-Purpose Health Service (MPHS)

- Mundubbera Multi-Purpose Health Service (MPHS)
- Gayndah Hospital
- Gin Gin Hospital
- Monto Hospital
- Biggenden Multi-Purpose Health Service (MPHS)
- Eidsvold Multi-Purpose Health Service (MPHS)
- Mount Perry Health Centre
WBHHS’s vision of ‘Improving health, together’ and its Strategic Plan consider and support the Queensland Government’s objectives for the community to deliver quality frontline services that strengthen the public health system, and its healthcare priorities to provide patient-centred care. In this context, five pledges to our community have been developed:

- Delivering sustainable, patient centred, quality health services.
- Engaging with our communities and partners.
- Developing and empowering our workforce.
- Encouraging innovation and excellence.
- Delivering value for money.

Wide Bay ranks poorly against the 60 other health regions in Australia in those key risk factors that directly contribute to the burden of chronic diseases especially obesity, physical inactive and smoking. There is strong evidence that behavioural and biomedical risk factors are associated with multiple chronic conditions and co-existence of these factors further impact quality of life. Wide Bay has some of the highest conditions prevalence rates in Australia for asthma, COPD, arthritis, diabetes, musculoskeletal conditions, circulatory system diseases and high cholesterol.

Socio-economic disadvantage is the largest cause of burden of disease and the greatest source of health inequality in Queensland. Wide Bay ranks as the second most disadvantaged HHS region in Queensland after Torres Strait-Northern Peninsula HHS.

To address the high level of chronic lifestyle conditions in our community, it is important that consumers are engaged through improved health literacy which leads to a better understanding of health issues and health services.

WBHHS will actively engage in opportunities to respond to increasing demands on local public health services including clinical redesign programs, technology initiatives, new funding models, workforce development and strengthening partnerships with the primary and aged care sectors.

Significant challenges in health service delivery include:

- Managing the complex process of care delivery ensuring the right services are provided in the right places for patients within a safe environment
- Building public confidence in the healthcare system and responding to rising public expectations
- Providing a seamless transition for patients as they move across healthcare providers and settings
- Attracting and retaining a regional and rural skilled workforce, particularly for specialist services
- An ageing workforce
- Ageing building; information and communication technology infrastructure; information security and accessibility
- Establishing meaningful and measurable outcome indicators for complex health and community services
- Managing the growing demand for services within the economic and financial environment
- Responding to advances in treatment and developing technologies
- Changing the community’s and health workers focus to the prevention of illness and maintenance of good health
- Achieving a collective and coordinated response across multiple levels and complexities of government.

Current and future population

Between 2000 and 2010, the Wide Bay population increased by almost 30% and is expected to reach 300,000 within the next 20 years.

Wide Bay has the lowest proportion of people aged between 20 and 44 years (the main income earning group) in Australia, but the highest proportion of people in the 60-64, 65-69 and 70-74 year age groups. These significant disparities are projected to continue into the future.
Appendix D – Stakeholder analysis

Key WBHHS stakeholders

WBHHS is supported by a large number of health service providers and partners at national, State, and local levels.

National

State

Regional / local community

Figure 8: WBHHS Core partners and stakeholders
Appendix E – Terms and definitions

**Care coordination**: a proactive approach in bringing care professionals and providers together around the needs of service users to ensure that people receive integrated and person-focused care across various settings (WHO, 2015).

**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 (Health Consumers Queensland, 2012).

**Consumers**: 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 (Health Consumers Queensland, 2012).

**Consumer engagement/participation**: Informs broader community engagement, and occurs when health consumers actively participate in their own healthcare and in health policy, planning service delivery and evaluation at service and agency levels (Health Consumers Queensland, 2012).

**Community**: 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 health care or through groups sharing cultural backgrounds, religions or languages (Health Consumers Queensland, 2012).

**Community engagement/participation**: 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 (Health Consumers Queensland, 2012).

**Engagement**: Actions individuals must take to obtain the greatest benefit from the health care services available to them (Gruman et al, 2010: 351).

**Key performance indicator**: A measure of performance currently used to help an organisation define and evaluate its progress towards organisational goals or achievement of identified standards (Health Consumers Queensland, 2010).

**Mutual respect**: Recognising each consumer as an expert in their own lives. Consumers’ lived experiences give them unique insight into its effects and helpful ways to respond (Health Consumers Queensland, 2010).

**Stakeholders**: Any individual, group of individuals, organisation or political entity with an interest or stake in the outcome of a decision (IAP2, 2014).