



Metro North Hospital and Health Service *Putting people first*

Connecting for Health

Strategy for inclusive engagement,
involvement and partnerships 2016–18

A Putting People First Initiative of Metro North Hospital and Health Service

Terminology

There is no single word to describe the many people who access or may need access to Metro North Hospital and Health Service (Metro North). Common language used includes consumer, patient, client, participant or community member. The use of language can enhance or detract from engagement, therefore language needs to be flexible and relevant to individuals and the context of their interaction.

How each person defines him or herself in their interaction with Metro North will vary according to a range of factors such as age, gender, sexuality, cultural background, health needs and familiarity with the health system. Some consumers may become involved based on an experience they have had, others may represent the interests of a group of consumers or they may represent someone from their support network such as a family member, carer or friend.

For simplicity and consistency in this document, the term “consumer” has been used. We encourage “consumer” to be replaced with other terms as appropriate to support individual preferences that facilitate strong and healthy connections. We have provided a glossary in Appendix 1.

Contributors to *Connecting for Health*

Metro North acknowledges the contribution of the Community Board Advisory Group (CBAG) in shaping and strengthening engagement processes over the last two years and for contributing ideas and actions identified in *Connecting for Health* for the future.

Over 50 stakeholders including consumer representatives, partner organisations, volunteers and staff participated in an online survey, workshops and interviews to set the direction for engagement and partnering in *Connecting for Health*. A summary report on who we consulted, what we asked, what our stakeholders told us, and how we responded is available at metronorth.citizenspace.com

Please visit Metro North Consultation Hub for further details and engagement opportunities: metronorth.citizenspace.com

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Foreword

Metro North is committed to providing innovative, high quality and compassionate healthcare that responds to the needs of our community. *Connecting for Health* is our road map for proactive and inclusive engagement with our consumers and communities to ensure our care is patient-centred, integrated and respectful.

As part of a broader health care system, Metro North recognises the importance of working together with our community and health care partners. Through *Connecting for Health*, we set a clear direction for achieving better health care and experiences for the people who need us.

This strategy relied on the involvement of many people and, on behalf of the Board, I thank everyone who has contributed to helping us make a real difference to shaping our services.

Dr Robert Stable AM
Chair, Metro North Hospital
and Health Board

Introduction

Metro North Hospital and Health Service (Metro North) enables people to deliver excellent consumer-centred and high quality health services. With a focus on collaboration with health partners, we connect people to deliver services with a population approaching 900,000, from north of the Brisbane River to north of Kilcoy.

Our strength lies in our diversity. The Royal Brisbane and Women's and The Prince Charles Hospitals provide advanced levels of health care which are highly specialised, such as heart and lung transplantation, genetic health, and burns treatment. Redcliffe and Caboolture are major community hospitals and Kilcoy is a regional community hospital. Mental Health, Oral Health, Subacute and Ambulatory Care Services are provided from many sites including hospitals, 11 community health centres, residential and extended care facilities and mobile service teams. Dedicated units provide Public Health and Aboriginal and Torres Strait Islander health services. The state-wide Clinical Skills Development Centre is one of the world's largest providers of health care simulation.



For up-to-date information about the Metro North catchment population please go to <https://www.health.qld.gov.au/metronorth/documents/mn-health-service-strategy.pdf>.

A Metro North health needs assessment for 2015/16 is being developed by Brisbane North PHN. This will be available by mid 2016 at brisbanenorthphn.org.au



“In bringing to life our strategy for putting people first, I look forward to ensuring there are many and varied opportunities to partner with consumers and communities in the delivery of high quality seamless healthcare in Metro North.”

– Dr Margaret Steinberg

Board sponsor for consumer and community engagement

Strategic context

Metro North Strategic Plan outlines our commitment to put people first. One of four strategic objectives is: “Supporting our people to lead and deliver excellent patient-centred care and high quality services”. Effective engagement with people who access or may need access to our services is essential to achieving this core objective.

Connecting for Health outlines the dedicated mechanisms and resources to fulfill our promise to *Put People First* and guides genuine direction and action to ‘Partner with our patients to provide high quality health care’ and ‘Engage with our partners to improve the patient experience’ (taken from Metro North Putting People First Strategy 2015).

In addition to contributing to Metro North Strategic Plan 2015–2019, *Connecting for Health* supports several other strategies including Safety and Quality Strategy; Clinician Engagement Strategy and the Health Service Strategy. *Connecting for Health* also operates within the national safety and quality context, serving to build a culture of consumer-centred care.

The *Australian Commission for Safety and Quality in Health Care discussion paper (2011)* explains:

“Patient-centred care is health care that is respectful of and responsive to the preferences needs and values of patients and consumers. The widely accepted dimensions of patient-centred care are respect, emotional support, physical comfort, information and communication, continuity and transition, care coordination, involvement of family and carers and access to care.”

Environmental scan

The Metro North context is dynamic and continually evolving. Emerging developments in the Metro North catchment mean that we need to be agile and responsive and have strong working relationships with partner organisations and consumers to communicate changes, proactively plan responses and design consultative and collaborative activities.

Factors likely to influence the design and delivery of engagement plans and activities in Metro North over the next three years include:

- Responding to demand outside the catchment to provide specialised tertiary service care for a significant number of Queenslanders
- The increasing population particularly in the northern sector of Metro North as well as relative disadvantage in the northern sector
- Commonwealth policies including introduction of the *National Disability Insurance Scheme (NDIS)* in 2016.

Purpose of *Connecting for Health*

Connecting for Health is in place to make sure consumers and communities have a voice when it comes to their health care. *Connecting for Health 2016–2018* builds on current strengths to continue to improve consumer and community engagement and sets a clear direction and course of action for meaningful engagement into the future. Building on the previous strategy, the four priority objectives that we will focus our effort on from 2016-18 are:

Priority objectives

1. **Lead** a continuously improving consumer-centred culture.
2. **Include** a diversity of people and voices.
3. Improve how we **respond** to consumer experiences and expertise.
4. **Integrate** for a seamless care experience for individuals, families and communities in Metro North.

Appendix 3 on pages 16–19 outlines actions that will be taken to achieve these priority objectives.



“Why is there a need for a consumer, carer and community engagement strategy? Possibly because consumers feel as though they have no control over their health care options, they are not being consulted, they are not asked to give their consent regularly and there is fear of reduced care if they speak up about their concerns. The reason this strategy is in place is to ensure consumers have a voice when it comes to their health care.”

– Metro North consumer

Our story

Metro North’s engagement journey started from humble beginnings at the end of 2012 by asking consumers and partner organisations, “How would you like to connect with Metro North?” These interactions and conversations saw the genesis of Community Board Forums. Out of these forums the Community Board Advisory Group was established and this Group continues to guide and shape our engagement and partnership activities.

Consultation has shown that Metro North has demonstrated a genuine commitment to engagement and partnerships. However, consumers expressed that Metro North could do more to embed engagement in day-to-day operations and an aspect of engagement repeatedly identified for improvement is systems for consumer feedback and responsiveness to consumer feedback.

Scope

Connecting for Health brings together:

- people who work for Metro North
- people who access or may need access to services provided by Metro North
- families or carers of people who access Metro North services and
- people in partner organisations.



Critical success factors

For *Connecting for Health* to be successful we commit to:

Organisational culture and capability:

- Delivering, monitoring and evaluating consumer-centred outcomes for health care
- An organisational culture that is open about its processes and performance and works closely with consumers and community organisations
- Drivers and leaders of engagement at the executive-level and “from the ground-up”
- Partnership and collaboration that is highly valued and supported
- Collect and share examples of successful engagement
- Improving reach and inclusiveness of engagement, focusing on who is not engaged and how to connect with these people and networks

- Ensuring engagement is seen as a necessary, ongoing process and not just a ‘tick the box’ compliance exercise
- Understanding that engagement requires lead-in time and good planning with resources and time dedicated to building trusting relationships.

Skilled, caring and engaging workforce:

- Investing in a skilled and empathetic workforce with the ability to build trust and relationships and deliver consumer-centred care
- A mindset of care and respect that values and empowers consumers as active partners in their own health
- Build and share networks and knowledge for service improvement

- Develop a workforce that has a strong appreciation for diversity including culture and languages and the need to ensure both are accommodated in delivery of inclusive services.

Consumer and community sector capacity and relationships:

- Connecting with Health Consumers Queensland for specialised support and advice
- Building capacity within consumer and community sector to enable collaborative partnerships
- Enabling consumers to develop knowledge, skills and experience that allows them to participate as partners to advocate for themselves and for others.

Issues and risks

By *Connecting for Health*, we aim to prevent or minimise the following issues and risks:

- At the **clinical level** – compromising high quality, safe services and treatment when consumers are not engaged as active partners in their health care.
- At the **service level** – service design that does not take into account local consumer and community experiences and needs resulting in misallocation of resources.
- At the **system level** – a disjointed health care system that is fragmented and poorly coordinated with inconsistent services that are difficult to navigate.
- At the **community partner / sector level** – poor sector capacity to work together to support consumers and communities in Metro North.
- At the **community / population level** – widening disparities in health outcomes particularly for those with the highest burden of disease and risk factors.





Benefits of engagement

By engaging with consumers and communities meaningfully, we expect the following benefits:

- Improved health outcomes in the community through better understanding of health care rights, treatment and options
- Higher quality and safety in clinical interactions through collaborative decision-making, mutual respect and shared understanding
- Greater opportunities for people who have first-hand experience as consumers to contribute directly to the design and development of health care and to provide innovative solutions to complex issues
- Delivery of holistic care that is respectful of and responsive to a range of consumer-related personal needs, preferences and circumstances including cultural, spiritual, social, community and familial
- Better planned, informed and coordinated services designed around consumer needs and preferences
- An engaged and supported workforce that values care and empathy and builds trusting relationships with diverse consumers and communities
- Increased accountability through more open and transparent communication
- Informed consumers who understand the changes required and see themselves as key participants and partners in making change
- A culture of working together across organisational boundaries to achieve greater efficiencies and improve the seamlessness of services for consumers
- Enhanced public confidence in the public health system and better use of government funding.



Outcomes



1. Lead a continuously improving consumer-centred culture.

As a consumer I can expect:

- Metro North to be a recognised leader in consumer engagement and provide accessible opportunities for engagement.
- Consumer representatives and advocates are supported to participate meaningfully.
- Metro North recognises and has strong and trusting relationships with consumers who represent a broad range of consumer perspectives.
- A skilled, respectful, empathic and capable workforce that works collaboratively, constructively and transparently with consumers as partners and decision-makers in the design and delivery of health care.
- To see how consumer experiences are shaping services and improvements.

“Identify community leaders and work with them and provide them with tools and resources so that they in turn can inform and engage communities/groups that they work with.”

– Metro North consumer



2. Include diversity of people and voices.

As a consumer I can expect:

- To feel empowered and respected and my preferences, beliefs and experiences have been taken into account.
- To have the opportunity to work collectively and collaboratively on health service design, review and delivery.
- Metro North to be an inclusive service that overcomes access barriers to engagement that I might experience due to language, gender, sexuality, culture, age, caring responsibilities, social or financial circumstances, mental health, physical or intellectual ability.

“Ask for feedback from individuals and communities – and ask them what is important to them, what they need, and what are their priorities. If they have difficulty in articulating these things, ensure that they have an advocate who is able to speak for them. Engage with organisations... to establish a sound understanding of various minority groups/individuals.”

– Metro North consumer

3. Improve how we respond to consumer experiences and expertise.

As a consumer I can expect:

- To easily be able to provide feedback about my experiences.
- I will have confidence that there are systems in place to respond to my feedback and to learn from my experiences in the understanding that health care is a shared responsibility.
- Services and care delivered to me are centred on my own or other consumer experiences and needs.
- My rights and the options available to me are explained in a way that I can understand, retain and can act upon with the confidence that I am making the best decision for myself.



4. Integrate for a seamless care experience for individuals, families and communities in Metro North.

As a consumer I can expect:

- To experience seamless services regardless of whether I am receiving care in the hospital, at home or in the community.
- To have a greater understanding of the health system and support services that are available to me.

“Continue to provide opportunities for Metro North to engage with providers, consumers and community organisations that will enable everyone to work together and share ideas/actions about continuous improvement”.

– Metro North consumer



Roles and responsibilities

Realisation of *Connecting for Health* is a shared responsibility involving Metro North leaders, staff, consumers and partner organisations. *Connecting for Health* is about leading actions that demonstrate and embrace consumer involvement in the design and delivery of health care.

Consumers have the opportunity to engage in the manner that they choose suited to their interests and experiences. Consumers can register with Metro North and become part of a virtual group that is connected and supported to get involved in Metro North activities at health.qld.gov.au/metronorth.

There are currently two formal leadership groups that are guiding a coordinated approach to engagement across Metro North – the Community Board Advisory Group and Partnering with Consumers Leaders Group. The roles and compositions of these groups are outlined in *Appendix 2 – stakeholder groups*.

Metro North Engage Team is responsible for enabling engagement by:

- Facilitating engagement with consumers and partner organisations in strategic activities such as development of the Health Service Strategy
- Developing and co-ordinating a Metro North-wide consistent approach to meaningful engagement supported by guidelines and tools such as *Metro North Consultation Hub* at metronorth.citizenspace.com
- Connecting colleagues across Metro North working on similar projects
- Contributing to an organisational culture that engages meaningfully.

Directorates within Metro North are responsible for developing local engagement action plans with activities that are respectful of local relationships, communities and partners. The directorates will involve consumers in the development, implementation and evaluation of local action plans. Each directorate is also responsible for achieving the National Safety and Quality Health Service Standards.

Performance measures

Performance will be measured annually against the objectives and performance indicators outlined in Appendix 3 on pages 16–19. Each directorate will develop, implement and evaluate local engagement action plans annually to support consumer engagement in day-to-day operations.

A baseline assessment against performance measures will be conducted in 2016.

Review and reporting

Connecting for Health will be reviewed annually with progress reports to the Community Board Advisory Group, Partnering with Consumers Leaders group, Metro North Executive and Board.

Connecting for Health is about leading actions that demonstrate and embrace consumer involvement in design and delivery of health care.



Appendix 1 – Glossary

Carer – 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.

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; 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.

Consumer – a person who is accessing or may need access to health services. Consumers can participate as individuals, groups, organisations or consumers or community representatives.

Consumer-centred care – health care that is respectful of and responsive to the preferences needs and values of patients and consumers. The widely accepted dimensions of patient-centred care are respect, emotional support, physical comfort, information and communication, continuity and transition, care coordination, involvement of family and carers and access to care (taken from the Australian Commission for Safety and Quality in Health Care).

Consumer Representatives – individuals who have past, present or ongoing experiences of Metro North services and have become involved through formal functions to advise or collaborate on initiatives. Their role is to provide feedback to influence services, policy, systems and service reform from the consumer perspective.

Directorate – refers to Royal Brisbane and Women’s Hospital, The Prince Charles Hospital, Redcliffe Hospital, Caboolture/Kilcoy Hospitals, Community Indigenous, Subacute and Services, Mental Health Services, Oral Health Services and Medical Imaging.

Appendix 2 – Stakeholder groups

Community Board Advisory Group enables opportunities for consumers and community to influence Metro North strategy, planning and implementation and to continuously improve our consumer engagement activities through monitoring, review and evaluation. Membership is consumer and community organisations based around burden of disease, high Metro North service users, vulnerable populations and Brisbane North PHN. It includes a Board and Executive sponsor for Metro North.

Partnering with Consumers

Leaders Group was created to build organisational capacity and capability for consumer engagement and delivery of consumer-centred care. The Group supports the development and implementation of *Connecting for Health*. It will also be responsible for ensuring there is a consistent and coordinated approach to achieve the imperatives set out in the National Safety and Quality Health Service Standards. Membership includes a minimum of two consumers who are connected with the wider network of consumer representatives and a senior representative from each directorate.

Health Consumers Queensland is the peak organisation representing the interests of health consumers and carers across the state.

Brisbane North PHN supports clinicians and communities in Brisbane's northern suburbs, Moreton Bay Regional Council and parts of Somerset Regional Council. The key objectives of Brisbane North PHN are:

- increasing the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes
- improving coordination of care to ensure patients receive the right care in the right place at the right time.

Reference

Patient-centred care: Improving quality and safety through partnerships with patients and consumers, Australian Commission on Safety and Quality in Healthcare, 2011.

Appendix 3

Table 1: Connecting for Health priority objectives and performance measures

Note: Metro North groups and steering committees mentioned in this table are required to have a minimum of two consumers

LEAD	Include	Respond	Integrate
Priority objective: Lead a continuously improving consumer-centred culture.			
Actions	Performance Measures	Who and How	
1.1 Develop organisation key performance indicators (KPIs) for partnering with consumers.	1.1 KPIs developed for Metro North.	1.1/1.1.1 Executive to develop KPIs guided by Community Board Advisory Group, Partnering with Consumers Leaders Group, Health Consumers Queensland (HCQ) and consumer representatives.	
1.1.1 Develop executive KPIs for partnering with consumers.	1.1.1 KPIs developed for executive leaders.		
1.2 Collaborate with Brisbane North PHN and HCQ to build and sustain a peer network of consumer and community representatives involved across the health continuum in Metro North.	1.2 Metro North peer network of consumer and community representatives established.	1.2	Collaboration with Metro North Engage, Brisbane North PHN and HCQ.
1.2.1 Continue to support and develop capability and leadership amongst representatives to embed consumer engagement in decision-making processes across directorates and clinical streams.	1.2.1 Evaluation and continuous improvement in support systems for consumers and community representatives who are appointed to partner with Metro North. At least one external evaluation of consumers' experiences in these roles conducted.	1.2.1	Metro North Engage collaborates with HCQ to contribute to the development of best practice guidelines and processes for collaborating with consumers. Metro North Engage conduct evaluation of consumer representative experience.
1.2.2 Facilitate engagement with consumer representatives matched to areas of expertise and clinical areas.	1.2.2 Consumers have the opportunity to become involved as representatives in areas of interest.	1.2.2	Metro North Engage to facilitate access for consumers in Metro North catchment to HCQ training.
1.3 Continue to develop capability amongst Metro North leaders to collaborate with consumers through coordination, leadership and support in system-wide networks, directorate and clinical stream operations.	1.3 100% of directorates have consumers involved in local consumer engagement action plans. Reports on network meetings/ committees, Terms of Reference, action plans, minutes and outcomes.	1.3	Metro North Engage will lead and provide administrative support for Metro North Partnering with Consumers Leaders Group to enable shared expertise, consistency and capacity at the local level.
1.3.1 Monitor, evaluate and improve existing policies, procedures and guidelines to facilitate and support partnerships with consumers.	1.3.1 There are supportive policy/procedural resources and systems developed or reviewed to support staff partnerships with consumer representatives.	1.3.1	Evaluation initiated by Metro North Engage in collaboration with Partnering with Consumers Leaders Group, Community Board Advisory Group and HCQ.
1.4 Each directorate to nominate engagement leaders and committees that will have responsibility for developing and implementing local action plans aligned with Connecting for Health.	1.4 Registry of local action plans developed and published on webpage and updated annually. There is evidence of consumer involvement in plans.	1.4	Directorate leaders for consumer engagement.
1.5 Review staff recruitment practices including role statements to incorporate greater focus on staff selection based on attributes of empathy, collaboration, responsiveness and openness.	1.5 Recruitment practices have been reviewed with HR and new position and capability statements include skills, experience and attributes of empathy, collaboration, responsiveness and openness.	1.5	Metro North Engage, HR, directorates, consumers and HCQ to draft position statement and resources to support recruitment of people with engagement attributes, experience and capability relevant to role.
1.5.1 Leadership positions that require significant consumer engagement will have consumers on selection panels.	1.5.1 At least one consumer is on selection panel for positions with significant consumer engagement responsibility.	1.5.1	HR and directorates to develop process for consumers to be on selection panels.
1.5.2 Offer professional development opportunities (conference/webinars) for leaders in consumer engagement through universities or organisations recognised for their expertise in consumer engagement and consumer-centred care.	1.5.2 Webinar and conference attendees supported. Linkages with researchers/ expert practitioners in consumer-centred care established.	1.5.2	Directorate responsibility. Metro North Engage to continue to build links with experts and expert organisations to support directorates.

Lead	INCLUDE	Respond	Integrate
Priority Objective: Include diversity of people and voices.			
Actions		Performance Measures	Who and How
2.1	Expand the reach to consumers and community groups not currently engaged to support participation and access by all those who want to engage.	2.1 Partnership mapping undertaken, gaps identified, and specific social inclusion activities completed. Consumers have information in a format they can understand to help them engage. Consumers are supported to engage.	2.1 Metro North Engage with directorates, consumer and community organisations to undertake mapping to identify existing partnerships and interactions. Analyse and follow up LINK fund program proposals that require further partnership facilitation and building. Organisational development to host a partnership workshop ahead of next LINK innovation funding round to build relationships and partnerships.
2.1.1	Targeted strategies for Aboriginal and Torres Strait Islander communities.	2.1.1 Metro North has an action plan for addressing local Aboriginal and Torres Strait Islander health issues.	2.1.1 Aboriginal and Torres Strait Islander Health (A&TSI) Unit in partnership with local A&TSI organisations and communities.
2.1.2	Targeted strategies for Culturally and Linguistically Diverse (CALD) communities.	2.1.2 Metro North has a Multicultural Health Plan to improve accessibility of services and engagement of culturally and linguistically diverse communities in Metro North.	2.1.2 Metro North Engage to work with Ethnic Communities Council Queensland, Metro North Interpreter Services and other stakeholders to develop a dedicated CALD health plan.
2.1.3	Target strategies for all people with disabilities.	2.1.3 Strategy developed to ensure support for people with disabilities who may not meet criteria for National Disability Insurance Scheme (NDIS).	2.1.3 Executive Director Allied Health to work with relevant stakeholders to scope issues related to roll-out of NDIS.
2.2	Build understanding and capability of staff to undertake tailored strategies for reaching diverse consumer and community groups.	2.2 Resource with advice on appropriate strategies, channels and options for reaching diverse audiences in engagement activities is developed.	2.2 Metro North Engage to work with directorates to consult with Qld Council of Social Services, Aboriginal and Torres Strait Islander Services, Cultural Capability Advisors and other cultural and social sector experts and agencies to develop a resource customised for Metro North.
2.3	Review current systems to develop and communicate consumer information in a format that all consumers can understand.	2.3 Consumer publications policy and associated guideline and resources are reviewed to assess effectiveness in improving health literacy.	2.3 MN Engage to coordinate review of implementation of consumer publications policy in consultation with Partnering with Consumers Leaders Group and consumers.
2.4	Engage with peak organisations on policy and health service reform agendas at local, state and national level, to advocate for consumer engagement sector development needs.	2.4 Engagement with peak organisations on policy and health service reform agendas has resulted in sector development.	2.4 Metro North Engage to coordinate Metro North advice and policy to support peak sector development.

Lead	Include	RESPOND	Integrate
Priority Objective: Improve how we respond to consumer experiences and expertise.			
Actions		Performance Measures	Who and How
3.1	Develop systems and processes to deliver staff training and orientation in partnering with consumers.	3.1 100% of staff training and orientation are developed with consumer input. At least 70% of staff have completed training in partnering with consumers.	3.1 Metro North Engage, HR, directorates and Partnering with Consumers Leaders Group to further Metro North capacity for consumer involvement in staff orientation and training.
3.2	Review and revise current organisational approach to collection, analysis and use of consumer feedback to improve quality, safety and performance.	3.2 Steering group comprised of consumers and staff has revised current policy direction and developed framework for consumer feedback.	3.2 Establish steering group that will review and revise policy direction.
3.3	Invest in innovative systems that make it easy for consumers to provide feedback in a manner that allows them to tell us about their experiences both at the point of care as well as after care.	3.3 Evaluated systems for collecting consumer feedback and experiences are developed.	3.3 Consumer feedback steering group in collaboration with Metro North IT to investigate IT innovations that provide a secure portal for consumer feedback and analysis of data that can be reported to staff responsible for acting upon feedback and consumers.
3.4	Use a set of guidelines at system level for considering consumer feedback to enable appropriate and timely responses to feedback. For example, use consumer feedback, to monitor how Metro North is performing in relation to dimensions of consumer-centred care and Charter of Health care Rights.	3.4 Guidelines for analysis of consumer feedback have been developed for system analysis, reporting and response.	3.4 Steering Group, with assistance from HCQ to develop benchmarks / guidelines for analysis of consumer feedback.
3.5	Develop and trial multiple methods of inquiry, survey tools and questions to improve the systematic collection, analysis and reporting of data (qualitative and quantitative) provided by consumers.	3.5 Steering group has developed an implementation plan for consumer feedback and supports and evaluates multiple methods for collecting consumer feedback.	3.5 Consumer feedback steering group to develop implementation plan.
3.6	Facilitate consumer involvement in co-designing care in Metro North.	3.6 New models of care and services have been co-designed with consumers.	3.6 Directorate engagement leads incorporate actions and methodology for co-designing care in local engagement actions plans.
3.7	Use multiple forums to showcase examples of improvements in health care derived through consumer feedback.	3.7 An online forum for sharing resources, tools and success is being used. Showcasing of examples of engagement success has been integrated into face-to-face forums and professional development.	3.7 Metro North Engage facilitates online and face-to-face forums for showcasing engagement success.

Lead	Include	Respond	INTEGRATE
Priority Objective: Integrate for a seamless care experience for individuals, families and communities in Metro North.			
Actions		Performance Measures	Who and How
4.1	<p>Partner with Community Board Advisory Group (CBAG) to guide consumer and community involvement in:</p> <ul style="list-style-type: none"> • Collaborative health needs assessments and service planning. • Monitoring and evaluation of Metro North Strategic Plan and Health Service Strategy. • Innovative hospital avoidance, demand reduction and continuity of care initiatives. • Other initiatives identified through partnerships between Metro North staff and community partners, for example, LINK (Leading Innovation through Networking and Knowledge-sharing) projects. 	4.1 <p>Community Board Advisory Group meeting minutes and work plan demonstrates consumer and community engagement in:</p> <ul style="list-style-type: none"> • Metro North collaborative needs assessment and service planning. • Strategic Plan and Health Service Strategy monitored and evaluated. • Innovative hospital avoidance, demand reduction and continuity of care initiatives in place. • New connections and partnerships established. • Partnerships with organisations formalised to better integrate care. 	4.1 <p>Metro North Board and Executive continue to engage with consumer and community sector guided by the Community Board Advisory Group to enable these sectors to have their voices and experiences heard.</p>
4.2	In partnership with Brisbane North PHN, facilitate communication and networking opportunities amongst acute, primary care and community sectors that generate opportunities for collaboration.	4.2 <p>Evidence of attendance by representatives from acute, primary care and community sectors at Metro North Health Forum. Evaluation of Health Forum. Evidence of shared communication and networking.</p>	4.2 <p>Communications and Metro North Engage in collaboration with Brisbane North PHN. Hold a Metro North Health Forum per annum in partnership with Brisbane North PHN that brings together acute, primary care and community sectors and consumer representatives.</p>
4.2.1	Strengthen information sharing with consumers to help with navigating the services in Metro North.	4.2.1 <p>Stocktake of existing information and navigation tools has been undertaken and effectiveness of tools has been evaluated with consumers.</p>	4.2.1 <p>Metro North Engage in collaboration with Brisbane North PHN.</p>
4.3	Hold an inaugural consumer and community health check forum to evaluate consumer and community interactions with services in Metro North and determine how these interactions and integration could be improved.	4.3 <p>Consumer and community health check forum held. Consumers involved in planning of forum and evaluation completed.</p>	4.3 <p>Metro North Engage in collaboration with Brisbane North PHN and HCQ.</p>

