

Joondalup
Health Campus
CONSUMER
ENGAGEMENT
FRAMEWORK
2020 - 2025





OUR VISION

GROWING WITH OUR
COMMUNITY TO PROVIDE
EXCELLENT HEALTHCARE





OUR VALUES

AS PART OF RAMSAY HEALTH CARE, JOONDALUP HEALTH CAMPUS EMBRACES “THE RAMSAY WAY” VALUES AND THEY UNDERPIN EVERYTHING WE DO.

The principles of The Ramsay Way are:

- We are caring, progressive, enjoy our work and use a positive spirit to succeed.
- We take pride in our achievements and actively seek new ways of doing things better.
- We value integrity, credibility and respect for the individual.
- We build constructive relationships to achieve positive outcomes for all.
- We believe that success comes through recognising and encouraging the value of people and teams.
- We aim to grow our business while maintaining sustainable levels of profitability, providing a basis for stakeholder loyalty.

Acknowledgement of Traditional Owners

Joondalup Health Campus acknowledges the Whadjuk people of the Noongar Nation as the Traditional Custodians of the lands upon which we are located. We pay our respects to Elders past and present.

WELCOME TO THE JOONDALUP HEALTH CAMPUS CONSUMER ENGAGEMENT FRAMEWORK

At Joondalup Health Campus (JHC) we seek to put consumers at the heart of everything we do. We are committed to providing the best possible experience for our patients, their families, consumers, carers and the local community.

This consumer-centred approach is critical to achieving our vision of ‘growing with our community to provide excellent health care’.

The JHC Consumer Engagement Framework 2020-2025 sets a high-level strategic overview of what we intend to achieve during the next few years, articulating our vision and key strategic goals for consumer engagement.

We are committed to working together with our people and our community to take the strategic vision from this document and turn it into action.

Importantly, this document is a companion to the Transforming Care – JHC Strategic Intent 2017-2025 and aligns with the JHC Safety & Quality Plan 2017-2022 and frameworks set out by the Australian Commission on Safety and Quality in Health Care, Ramsay Health Care, the WA Health Department and the North Metropolitan Health Service.

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MESSAGE FROM OUR CEO



CHIEF EXECUTIVE OFFICER DR AMANDA LING

THE JOONDALUP HEALTH CAMPUS (JHC) CONSUMER ENGAGEMENT FRAMEWORK IS PRESENTED AS A DOCUMENT THAT MAPS OUT, AT THE HIGHEST LEVEL, HOW WE APPROACH AND USE ENGAGEMENT WITH ONE OF OUR MOST IMPORTANT STAKEHOLDER GROUPS – CONSUMERS OF OUR SERVICES.

In developing this framework, we have consulted with our Community Board of Advice and sought input from the City of Joondalup and City of Wanneroo Councils, as well as directly from patients, family members and carers.

We are now embarking on the next stage of our consumer engagement journey with the development of a working party, comprising a diverse group of consumers, whose first order of business will be to develop a highly implementable and measurable action plan.

This plan will call out specific actions and processes to collect and use feedback to improve the patient experience. Continued improvement of patient experience at JHC has always been, and will continue to be, a major priority.

Reporting to our executive sponsor, the Director of Clinical Services, the working party will also provide ongoing advice and recommendations to the hospital.

We are extremely proud of our team's ongoing commitment to providing high-quality and responsive healthcare to the local community.

I am pleased to present this document because it will create the necessary structure we must have to develop our capability in this area and most importantly, to value and effectively use consumer insights.

Prioritisation of our patients' experiences of our care and how we can continually improve this cuts to the very heart of our vision as a hospital and healthcare provider: Growing with our community to provide excellent health care.

Dr Amanda Ling

Chief Executive Officer

MESSAGE FROM THE COMMUNITY BOARD OF ADVICE



I AM PLEASED TO SEE THIS DOCUMENT COME TO FRUITION AFTER A LENGTHY DEVELOPMENT PROCESS, WHICH HAS INCLUDED RESEARCH AND BENCHMARKING, CONSULTATION AND ENGAGEMENT WITH MANY STAKEHOLDERS

The importance of having a framework to guide consumer engagement cannot be overestimated.

Consumer engagement is very important when it comes to designing and running effective health services that match the needs of the community and of individuals within it.

We need health services that cater to our diverse demographics and this can only be possible through engaging locals in the process of design and governance of our hospital.

The Community Board of Advice (CBOA) members each bring a unique and valued perspective to the table. The Board's role is to make recommendations concerning the delivery of services to public patients and they meet on site six times a year with the hospitals' executive and staff.

The Board has been pleased to work with the hospital in developing this framework, which provides high level, clearly articulated descriptions of the various levels of consumer participation and engagement and what JHC aspires to achieve.

It also provides us with a map for how we will develop a more specific action plan moving forward to allow us to continuously develop and improve.

By operating within this framework over the coming years, we hope to empower the community to have a voice in the tailoring of

health services to suit their needs.

We hope it will guide us to achieving our vision for consumer engagement:

"At Joondalup Health Campus our high quality health care is supported by a strong culture of consumer engagement."

On behalf of the Community Board of Advice, I commend this document to you.

Tracey Roberts JP

Community Board of Advice
Chair and Mayor of the City of Wanneroo



GLOSSARY OF TERMS AND DEFINITIONS



**EVERY DEFINITION HAS INSIGHTS AND LIMITATIONS.
FOR THE PURPOSES OF THIS DOCUMENT WE HAVE ADOPTED
THE FOLLOWING TERMINOLOGY AND DEFINITIONS.**

CARER – Someone who provides personal care, support and assistance to a person with an ongoing illness, disability or condition¹.

COMMUNITY – a group of people who share something in common. It may be location, interests, culture, language, beliefs, values or traditions. Communities often identify and form around issues².

CONSUMER – People who use, or are potential users of health care services. When referring to consumers, JHC means patients, families, carers, friends and significant others.

CONSUMER-CENTRED CARE – is health care that involves the patient, their carer and family; and is respectful of and responsive to the preferences, needs and values of patients and consumers³. The term is used in the same context as patient-centred care.

CONSUMER AND CARER REPRESENTATIVES – people who are nominated by, and accountable to, a group of consumers or carers, who bring a consumer or carer perspective to issues under deliberation⁴.

CONSUMER ENGAGEMENT – refers to the wide range of strategies in which consumers are involved in the design, planning, delivery, monitoring and evaluation of health care. It covers partnerships between consumers and health professionals when care is provided at an individual level, as well as partnerships at a service, department or organisational level⁵.

HEALTH CARE – the provision of services that help individuals achieve an optimal state of wellbeing, in any setting or stage from birth to death⁶.

HEALTH LITERACY – the ability to understand and use various kinds of health information such as information sheets and brochures. It also includes the knowledge and skills required to locate and use information including tables and charts⁷.

PARTNERSHIPS – working together collaboratively to make decisions, sharing responsibility for decisions and collectively owning outcomes⁸.

STAFF MEMBER – is an employee, contractor or volunteer of Ramsay Health Care providing services within JHC facilities. It includes medical, nursing and allied health professional; managers and administrators; and support staff.

ABOUT US



JOONDALUP HEALTH CAMPUS IS CURRENTLY THE MAJOR HOSPITAL IN PERTH'S NORTHERN CORRIDOR – AND IS ONE OF THE BIGGEST AND BUSIEST IN WESTERN AUSTRALIA.

Treating both public and private patients, the hospital is managed by Australia's largest private hospital operator, Ramsay Health Care, under a long-standing and very successful public private partnership (PPP) with the State Government.

The hospital's services are broad and include:

- Emergency medicine
- Cardiology
- Critical care medicine
- Maternity
- Gynaecology
- Neonatology
- Paediatrics
- General medicine
- General surgery
- Gastroenterology
- Aged care and rehabilitation
- Oncology treatment (day treatment only)
- Haematology
- Neurology
- Stroke
- Respiratory medicine
- Pain management
- Psychiatry
- Urology
- Orthopaedics

The hospital also has state-wide services for bariatrics and peritonectomy surgery.

ABOUT OUR CONSUMERS AND COMMUNITY



THE COMMUNITY WHICH JHC SERVES IS DIVERSE AND WE RECOGNISE THAT THE WAYS WE PROVIDE HEALTH CARE NEED TO SUIT A BROAD RANGE OF INDIVIDUALS.

To this end, we are committed to working to eliminate barriers to access and inclusion and to advocate for equity of access for all.

In 2019 the population of the Joondalup Health Campus (JHC) catchment area, which spans suburbs in both the City of Wanneroo and the City of Joondalup, totalled just over 380,000.

Over the next 20 years our population is estimated to reach nearly 600,000 residents.*

Within the JHC catchment, around 40 per cent of people were born overseas, many speak a language other than English at home, and approximately 3.5 per cent have a disability requiring help with day-to-day activities.

Just over 1 per cent identify as Aboriginal or of Torres Strait Islander descent, 2.3 per cent are not fluent in English.

The average age of residents living in the City of Wanneroo is 33 years of age and for the City of Joondalup it is 40 years of age.

Homeless statistics are notoriously difficult to accurately gauge and the published number according to the Australian Bureau of Statistics is 510, however we acknowledge the actual numbers of homeless people may be much higher.

OUR STRATEGIC GOALS



THE TRANSFORMING CARE - JOONDALUP HEALTH CAMPUS STRATEGIC INTENT 2017-2025 DOCUMENT OUTLINES JHC'S VISION OF:

GROWING WITH OUR COMMUNITY TO PROVIDE EXCELLENT HEALTH CARE.

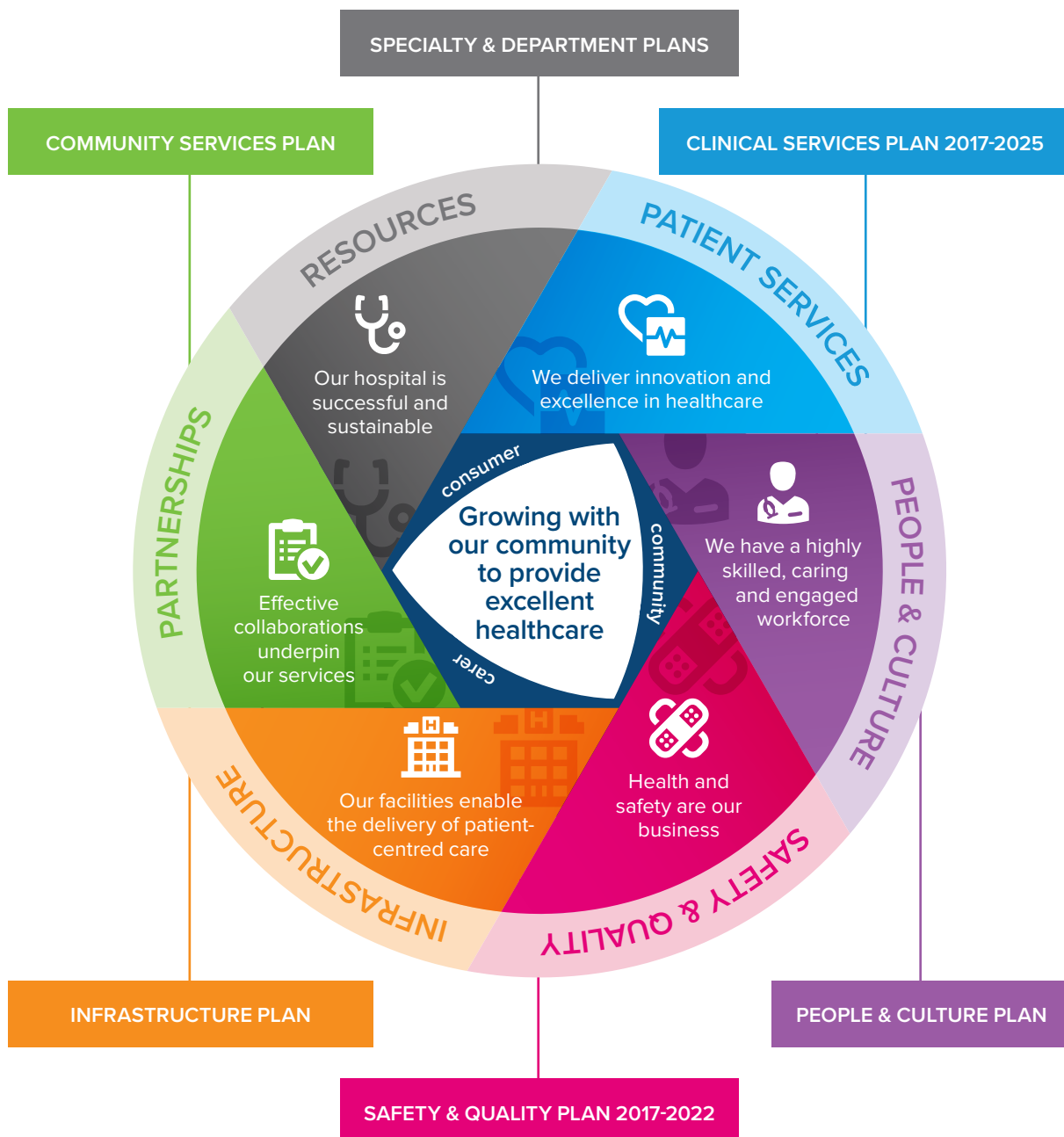
To achieve this vision JHC has identified six priority areas to focus on during the next seven years. By delivering on the objectives and initiatives identified in each of the six priority areas in the table below, JHC will ensure that it is providing patient-centred health services that are aligned with best practice within a culture of continuous improvement.

STRATEGIC PRIORITY	KEY STRATEGIC GOALS
PATIENT SERVICES We deliver innovation and excellence in health care.	<ul style="list-style-type: none"> Having the appropriate range of clinical services/strategies for the needs of our community, our health service and staff. Consistently delivering high quality, best practice care. Best practice and innovation being key to how we work.
PEOPLE & CULTURE We have highly skilled, caring and engaged workforce. We embrace The Ramsay Way.	<ul style="list-style-type: none"> We promote a culture of professionalism, teamwork and accountability. We ensure our staff are well trained experts in their fields. We recruit and retain the 'right' people.
SAFETY & QUALITY Health and safety are our business.	<ul style="list-style-type: none"> We create a quality experience for every individual, every time. We have a patient-centred approach. Ensure a safe hospital environment for patients, staff, workers and visitors.
INFRASTRUCTURE Our facilities enable the delivery of patient-centred care.	<ul style="list-style-type: none"> We plan and prepare for future expansion to grow with our community. We plan for the digital future of the hospital, providing platforms that will augment patient-centred care. We have facility management that enables the delivery of tertiary level care.
PARTNERSHIPS Effective collaborations underpin our services.	<ul style="list-style-type: none"> We have strong and effective relationships with our key external stakeholder groups. We continuously strengthen our reputation with universities to inspire graduates to want to work for us and researchers to want to partner with us. Develop partnerships across care providers to develop integrated care models.
RESOURCES Our hospital is successful and sustainable.	<ul style="list-style-type: none"> We strive to achieve appropriate growth of our services in a safe and sustainable way. We effectively manage our public contract.

JHC'S VISION TO GROW WITH THE COMMUNITY EXTENDS BEYOND JUST A PHYSICAL GROWTH IN EXPANDED FACILITIES AND MORE HOSPITAL BEDS; IT INCLUDES GROWING THE RELATIONSHIP AND PARTNERSHIPS WITH THE COMMUNITY AND THE PEOPLE WHO USE THE HOSPITAL AND HEALTH SERVICES.

The graphic below demonstrates how JHC places our consumer, carers and community at the core of our business where they impact on our vision and our strategic priorities.

Each of the six strategic priority areas will be supported by an enabling plan which provide the detail on the tasks and actions that must be taken to achieve the outcomes in each area. Each plan will have the care of JHC consumers as a core theme.



JHC SAFETY AND QUALITY PLAN 2017-2022

The first of the enabling plans has been developed – the JHC Safety & Quality Plan 2017-2022 – which provides the vision for the management of safety and quality at JHC. The plan outlines three key strategic goals:

- We create a quality experience for every individual, every time.
- **We have a consumer-centred approach.**
- We aim to ensure a safe hospital environment for consumers, staff, workers and visitors.

The goal of a consumer-centred approach leads into two strategic objectives for JHC within the Safety and Quality Plan. First, to ensure consumer satisfaction is monitored, evaluated and benchmarked to track progress in creating a quality experience for every consumer every time. Second, to ensure everyone we care for and their families are consulted as partners in their care. The plan defines consumer-centred care as care that:

- is respectful to their individual values, preferences and needs
- provides emotional support and alleviates fears and anxiety
- is coordinated and integrated AND in which family, carers and the consumer themselves are informed and included in decision-making.
- provides continuity through their hospital journey and following discharge from hospital⁹.



The graphic shows the strategic goals for safety and quality management at JHC and that it sits within the Australian Commission on Safety and Quality in Health Care's (ACSQHC) framework.

The remaining five strategic priority enabling plans will each articulate how consumers are to be involved in the delivery of actions to achieve the organisations' various key strategic goals.

UNDERSTANDING CONSUMER ENGAGEMENT

THERE ARE MANY DEFINITIONS OF WHAT CONSUMER ENGAGEMENT ENTAILS. IN THIS DOCUMENT, JHC CONSIDERS IT TO REFER TO THE WIDE RANGE OF STRATEGIES IN WHICH CONSUMERS ARE INVOLVED IN THE DESIGN, PLANNING, SERVICE DELIVERY, MONITORING AND EVALUATION OF HEALTH CARE.

It covers partnerships between consumers and health professionals when care is provided at an individual level, as well as partnerships at a service, department or organisational level¹⁰.

Engagement is a practice which is a two-way interaction and guided by a set of principles, processes and activities for consumers to be involved in a meaningful way. It considers the values and needs of the consumer into health care decision-making to enhance transparency and accountability¹¹.

Consumer engagement is an effective way for health services to understand the best way to meet the needs of their consumers; can identify issues such as access, health literacy and strategic priorities; and utilises the lived experience of consumers of a health service or health issue¹².

Effective engagement practice has many benefits not only for consumers, but also for the organisation and the staff and health professionals who are involved. The figure on the following page shows the benefits for each group and the identified common benefits of engagement¹³.

THE AREAS OF CONSUMER ENGAGEMENT

Consumer engagement should occur at each of three areas within a health care organisation. These areas are:

- **Individual** – between consumers and health professionals
- **Service** – between consumers and units/departments
- **Organisation** – between consumers and the broader organisation¹⁴.

The objectives of partnering with consumers differ for each area. For the individual area, the focus is on involving consumers in decisions about their care and treatment. Individual engagement also provides the foundation for consumers to engage at the other two areas. At the service area, and the organisation area, the focus is on designing, planning, delivery, monitoring and evaluation of responsive care. The focus for all areas is continuous improvement¹⁵.

LEVELS OF PARTICIPATION/ENGAGEMENT

There are many ways of engaging consumers. A health care organisation that has consumer engagement as a core way of doing business will be constantly partnering with consumers in many different ways on multiple projects across all levels of the organisation¹⁶. Activities should reflect the level of consumer input into decision-making and whether the aim is to provide information, to consult, to involve, to collaborate, or to empower consumers to make decisions.

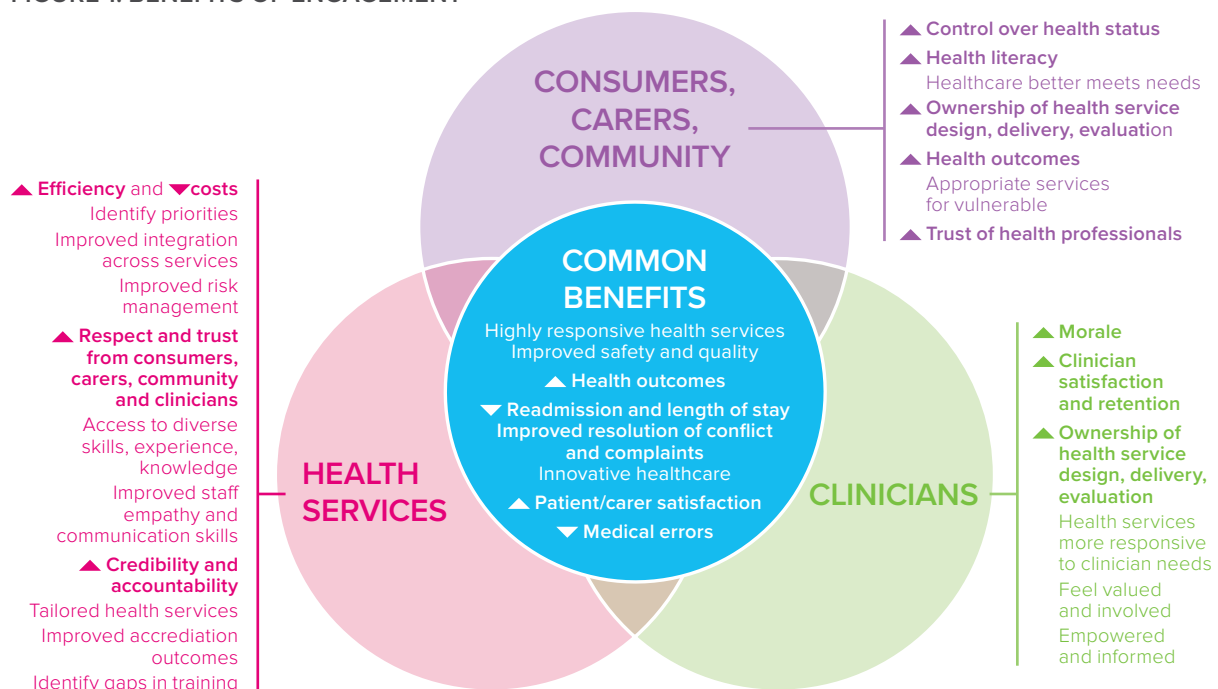
One of the most frequently described models for outlining levels of engagement is based on the International Association for Public Participation's spectrum of participation¹⁷:

- **Inform** – providing the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.
- **Consult** – obtaining public feedback on analysis, alternatives and/or decisions.
- **Involve** – working directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
- **Collaborate** – partnering with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
- **Empower** – placing final decision-making in the hands of the public.

While they differ in the level of involvement by consumers, not one type of participation can be said to be more important than another. The important point is to use the type of participation or engagement (and it may be that more than one is appropriate) that best suits to goals of the consumer engagement activity being undertaken and what the desired outcome of the activity is.

The National Safety and Quality Health Service Standards accreditation process and the growing international drive for greater consumer participation in health care indicates that organisations are implementing models of consumer engagement that deliver more action to the collaborate and empower end of the participation spectrum. This means that there are many examples of how consumer engagement is being undertaken with ever-increasing involvement and stronger partnerships between consumers and health care organisations.

FIGURE 1. BENEFITS OF ENGAGEMENT



POLICY CONTEXT – THE BIG PICTURE



THE IMPORTANCE OF INVOLVING CONSUMERS IN DECISIONS ABOUT THEIR OWN CARE; ENGAGING CONSUMERS IN THE DESIGN, PLANNING, DELIVERY, MONITORING AND EVALUATION OF HEALTH CARE SERVICES; AND DESIGNING CARE THAT BETTER MEETS CONSUMER EXPECTATIONS HAS BEEN AN EXPANDING TREND FOR DECADES, AND IS NOW AN ESTABLISHED AND ACCEPTED APPROACH GLOBALLY.

There now exist thousands of policies, acts and frameworks locally, nationally and internationally that guide, inform or aim to ensure consumers participate in quality health care delivery to all consumers. There are legislative and policy drivers of consumer engagement along with the growing body of international evidence suggesting that engaging consumers in health care decisions delivers significant benefits for consumers and for health care organisations.

INTERNATIONAL CONTEXT

The importance of engaging patients in health care decisions was outlined in the World Health Organization's Declaration of Alma Ata in 1978 which states that 'people have the right and duty to participate individually and collectively in the planning and implementation of their health care'¹⁹.

In addition, there has been an international and national drive to provide patient-centred care where patient participation is highly valued as an aid to improve health outcomes and quality of care; as an important democratic right; and as an accountability mechanism. Many countries have seen the rise of popular approaches such as the 'nothing about me – without me' or 'doing it with us not for us' programs^{20 21}.

Literature reviews of thousands of articles on consumer and community engagement acknowledge that effective consumer engagement drives change and improvement, delivers better outcomes and provides the kind of health care that the community wants and needs. The benefits are largely agreed upon throughout the literature, but the approach each individual organisation should take is less well defined. The consensus is that the approaches and goals for consumer engagement are best planned and identified through local, inclusive planning processes^{22 23}.

AUSTRALIAN CONTEXT

Effective consumer engagement has long been identified as an essential dimension of safe and high quality care in Australian health policy and since 2008, with the development of the Australian Charter of Healthcare Rights, there are formally articulated patient rights for genuine partnership with health care providers covering a range of issues such as access, safety, respect, communication, participation, privacy and addressing concerns²⁴.

The Australian Commission on Safety and Quality in Health Care (ACSQHC) National Safety and Quality Health Service Standards (the Standards) were endorsed in 2011. National accreditation of facilities to the Standards commenced in 2013, with the second edition of the Standards released in 2018. *Standard 2: Partnering with Consumers* requires the involvement of consumers in the organisational and strategic processes that guide the planning, design, delivery, monitoring and evaluation of health services²⁵.

In brief, this Standard requires that:

- There are **systems** to help patients, carers and families to be partners in healthcare design and evaluation.
- Consumers are **partners in the design and governance** of health service organisation.
- The **delivery of care** is based on partnering with patients.
- Patients are able to be **partners in their own care**.
- The organisation **communicates** with patients in a way that supports effective partnerships.

In the Australian community sector there is a significant shift underway towards consumer-directed care and greater access to choice in the care 'spend'. The National Disability Insurance Scheme and aged care sectors are driven now by the needs and choices of the consumers of those services. This shift in preferences and control will influence and possibly quicken the demand for a similar approach to greater consumer control in the health system²⁷.

WESTERN AUSTRALIAN CONTEXT

The WA Department of Health produced frameworks in 2007 and 2017 to support public health service providers in their engagement with consumers, carers and the community stating that partnerships at all levels were necessary to ensure that the public health system achieves the best possible outcomes for all involved^{28 29}.

The Western Australian Strategic Plan for Safety and Quality 2013–2017 outlined vision for establishing and supporting partnerships of consumers with health services at the individual level for decision-making about their own care; at the service level for influencing planning, design and delivery of health care; and at the organisational level of involvement in the development of policy and strategies³⁰.

The WA Mental Health, Alcohol and Other Drug Services Plan 2016-2025 outlines system-wide reform that will take place to ensure consumers, families and carers are supported to actively participate in decision-making, including co-production and co-design of policy, planning, service delivery and evaluation³¹.

The public contract for services provided by JHC on behalf of the WA Department of Health is managed by the North Metropolitan Health Service (NMHS) and provides access to policies and resources including the 'NMHS C4 Engagement Framework' which includes guidelines for consumer, community, carer and clinician engagement in planning and delivery of health services within the area's network of facilities³².

Ramsay Health Care (RHC) has five hospitals in WA and 72 healthcare facilities nationwide. The concepts presented herein have been endorsed by RHC's head office and an intention has been set to use this document as a foundation on which to build a new national framework. This document builds upon the other frameworks already developed in WA and may be of use to other health services in reviewing their approach to consumer engagement.

RAMSAY HEALTH CARE CONTEXT

Joondalup Health Campus is managed by Australia's largest private hospital operator, Ramsay Health Care (RHC), under a long-standing public-private partnership agreement with the State Government.

Ramsay Health Care recognises that engaging consumers in the design, delivery, planning, monitoring and evaluation of health care can bring about significant benefits to health care outcomes; the experience of care; the level of satisfaction; and the operations of delivering care³³.

The following principles underpin RHC's commitment to consumer engagement:

- Those affected by a decision have a right to be involved in the decision-making process; and
- Contributions from consumers will positively influence health care³⁴.

Ramsay Health Care has developed the Patient Safety & Clinical Quality Framework based on an integrated approach to clinical risk management and continuous quality improvement. This Framework consists of five major areas designed to produce reliable, safe and effective outcomes.

- **People caring for people, which reflects the central role staff, consumers, patients and their families play in the provision of high quality clinical care, including:**
 - Patient and consumer experience
 - Staff engagement
 - Involving consumers and patients in safety and quality
 - Open disclosure
 - Complaints management³⁵.
- Safety – minimising harm and preventable mortality
- Structured processes for clinical safety
- Culture for safety and improvement
 - Speaking up for patient safety
- Continuous improvement.

OUR APPROACH TO CONSUMER ENGAGEMENT

THE INTERNATIONAL AND LOCAL LITERATURE IS CLEAR ABOUT THE IMPORTANCE, ROLE AND BENEFITS THAT CONSUMER PARTICIPATION PLAYS IN SUCCESSFUL HEALTH CARE DELIVERY.

It does not, however, outline a 'single way' to undertake consumer engagement. The processes and practices utilised by organisations are diverse and approaches are best developed locally with inclusive planning and development³⁶.

Consumer engagement is not a new concept at Joondalup Health Campus – we have been involving consumers in the delivery and planning of their own health care and in the services delivered here for many years. Our approaches have aimed to build the skills and capacity of our consumers to effectively engage both in their individual care and in hospital-level improvements.

This strategy and the next steps action plan are building on existing approaches and our current consumer engagement practices. To maintain a focus on strategy and goals going forward, this document has purposefully not articulated all the current patient experience and consumer engagement activities underway at JHC. A stocktake of activities should be undertaken as part of the process to develop the next steps action plan for JHC.

In line with best practice approaches JHC's consumer engagement occurs at each of the three areas of the organisation:

- **Individual** – between our consumers and our health professional staff members about their personal care, treatment and health decisions.
- **Service** – between our consumers and service units/departments about program and services design and delivery.
- **Organisation** – between our consumers and the broader organisation about planning, policy, strategy and governance.

Consolidating the information from many best practice documents, JHC will apply the following spectrum of consumer engagement approaches which best suit the purpose of this strategy, and the activities of the organisation³⁷:

- **Inform** – we will provide our consumers with accessible and easy-to-understand, balanced and objective health information and data to assist understandings, alternative opportunities and/or solutions.
- **Consult** – we will seek input and feedback from our consumers on an analysis, alternatives and/or decisions.
- **Involve** – we will work directly with consumers throughout the process to ensure that consumer concerns and aspirations are consistently understood and considered.
- **Collaborate** – we will partner with consumers in each aspect of the decision including the development of alternatives and the identification of the preferred solution to address an issue, plan services and apply solutions and decisions.
- **Empower** – To place the final decision making in the hands of the consumers.

GUIDING PRINCIPLES

Having guiding principles for consumer engagement ensures that the activity undertaken is the best quality engagement that can take place. There are a number of guiding principles for effective and meaningful consumer engagement that JHC and the Community Board of Advice has adapted to support the organisation's approach. These include:

- **Leadership** – consumer engagement is valued and supported by all levels of the organisation.
- **Participation** – consumers are able to fully participate and engage on design, planning, delivery, monitoring and evaluation of health care services at all levels of the organisation.
- **Diversity** – consumer engagement processes support the inclusion of a diverse range of individuals.
- **Accessible** – different strategies will be utilised to increase access and inclusion for consumers who may experience barriers to engagement.
- **Respect** – consumer engagement is conducted with mutual respect and partners value each other's perspectives, knowledge, beliefs and contributions.
- **Transparency** – working relationships between the JHC and consumers is built on transparent and accountable processes and we demonstrate integrity at all times.
- **Support** – support to staff and consumers is provided to build the capacity to enable them to meaningfully engage.
- **Improvement** – consumer engagement is reviewed and evaluated to drive continuous improvement.



OUR STRATEGIC VISION AND KEY STRATEGIC GOALS FOR CONSUMER ENGAGEMENT



INTRODUCTION

The JHC consumer engagement framework is tangible evidence of our commitment to setting key strategic goals and implementing actions that will improve our efforts in this sphere; enabling JHC to sustain the partnerships over time.

Patient experience and consumer engagement has been increasingly regarded as a legitimate and valuable feature of health care. At JHC we fully support the premise that our consumers have the right to be included in the decision-making processes that affect their health care, and the health services we deliver.

For JHC and the community the challenge is to build our capacity to accept, value and legitimise the views of our consumers and translate their input into actions that continuously improve our health care and service delivery.

This framework allows the organisation to continually build on the consumer engagement activities we have already implemented during the past decades, and improve on the effectiveness of this important work.

OUR VISION FOR CONSUMER ENGAGEMENT

At Joondalup Health Campus our high quality health care is supported by a strong culture of consumer engagement.

KEY STRATEGIC GOALS

Within our strategic vision we have several key strategic goals which are the keystones to us achieving our vision for consumer engagement at JHC. Our ambitions for consumer engagement outlined below will guide us as we aspire to be a health care service where:

GOAL 1: Consumer engagement occurs at **every level** of our organisation.

GOAL 2: JHC proactively seeks to include a **diverse range of consumers** in our consumer engagement.

GOAL 3: Our consumer engagement is **evaluated** and the **outcomes communicated** with all staff and consumers.

GOAL 4: We **collaborate** with other health organisations and community groups to share learning and contribute to more integrated services for our consumers.

ACROSS THESE THREE AREAS:

INDIVIDUAL	SERVICE	ORGANISATION
Personal care and health decisions	Program and services design and delivery	Planning, policy, strategy and governance

WITHIN THESE GUIDING PRINCIPLES:

Leadership	Participation	Diversity	Accessible
Respect	Transparency	Support	Improvement

ACROSS A SPECTRUM OF CONSUMER ENGAGEMENT APPROACHES:

Share/inform	Consult	Deliberate/discuss	Collaborate/partner	Empower
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ENABLED BY:

1. Clear leadership from the top of our organisation.
2. Consumer engagement is an integral component throughout our six strategic priority plans.
3. Systems and mechanisms are in place to equip and support staff and consumers to participate.
4. Resources, education, policies and practical toolkits for consumer engagement are available.
5. Ensure consumer engagement involves a diverse range of consumer opinions and perspectives.
6. Evaluation methods are used with the results and outcomes shared with staff and consumers.



NEXT STEPS

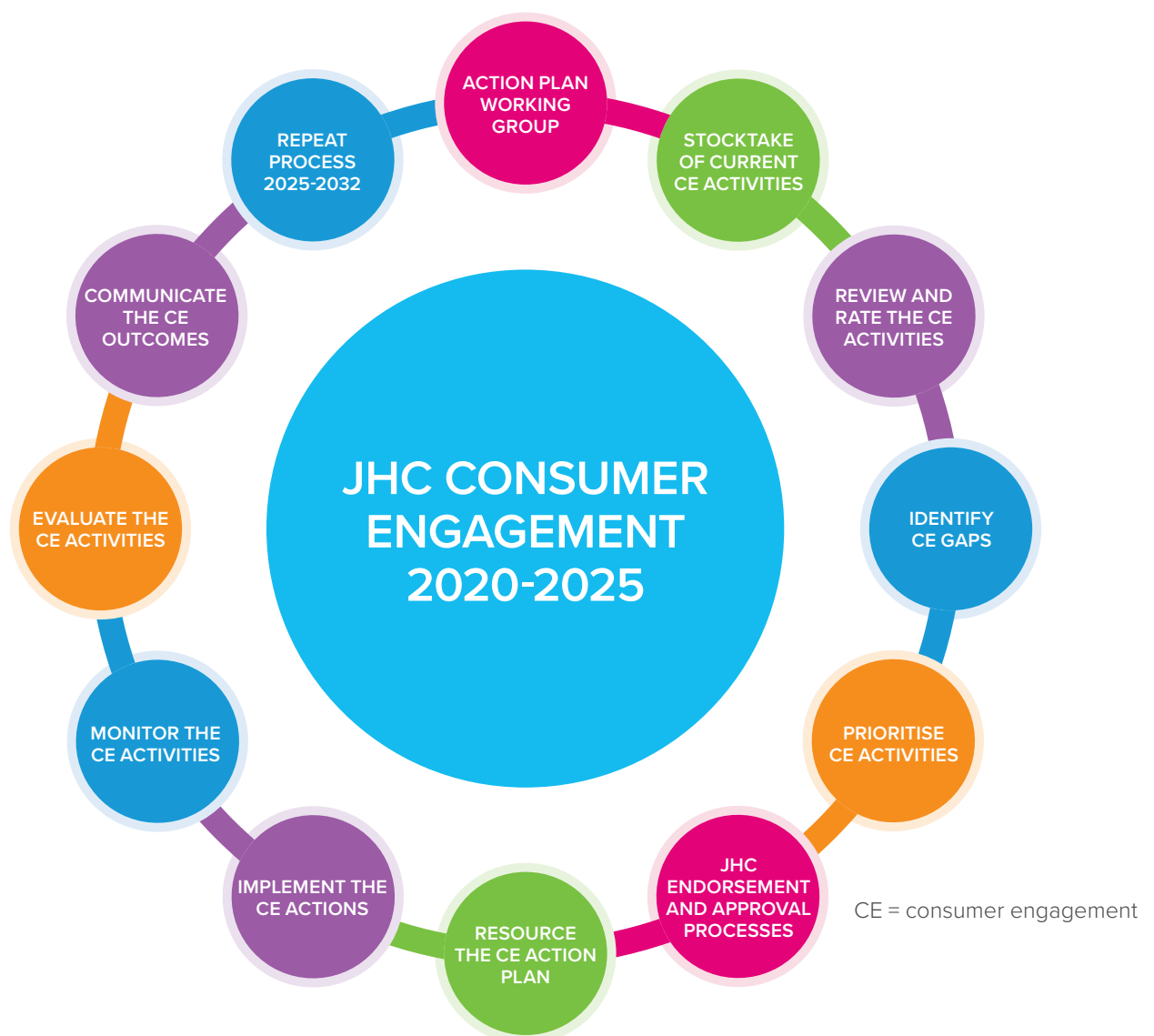


THE JHC CONSUMER ENGAGEMENT FRAMEWORK 2020-2025 PROVIDES THE BIG PICTURE AND THE CONTEXT IN WHICH WE WILL WORK IN THE COMING YEARS.

It describes an agreed direction and our key strategic goals for improving consumer engagement at JHC. It provides an introduction to further action. The next step is to create a detailed action plan to ensure that we achieve our goals.

Achieving best practice in our goals for improved consumer engagement processes and activities requires some capacity building over time, and as such this strategy recommends that the action plan for consumer engagement be incremental or phased in its development and implementation. These next phases in creating the action plan need to be developed locally, with relevant staff and consumers involved in the planning, development, implementation and evaluation of consumer engagement from 2020 to 2025.

The proposed JHC Consumer Engagement Action Plan will provide the detail, it will answer the how, what, when and where questions – and it will drill down to the task level actions we must take to achieve the outcomes we seek.



REFERENCES

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