



Clinician Engagement Strategy

2019–2021

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Introduction

The West Moreton Health (WMH) Clinician Engagement Strategy 2019-21 sets out the WMH approach to engagement and the steps we will take to ensure clinicians are involved in the planning, implementation and evaluation of healthcare services.

Effective clinician engagement is essential to the delivery of safe, high-quality, high-value care and supports the *West Moreton Health Strategic Plan 2017-2021* which has strategic priorities focused on:

- Person-centred care
- Caring for our teams
- Interconnected care
- Better care.

WMH encourages leadership and learning; and addressing challenging issues transparently and promptly. We are working with staff, consumers, partners and the community to co-design services, programs and a change agenda for the health benefit of the West Moreton community. This commitment is expressed in West Moreton as *Caring Better Together*.

A clinician is any individual who provides diagnosis or treatment to patients as a professional medical

practitioner, nurse, allied health practitioner or other health practitioner¹. While clinicians perform a variety of roles and responsibilities, it is their direct involvement in person-centred care that unites them. Evidence shows that meaningful clinician engagement is linked to higher rates of patient satisfaction and improved delivery of safe, high-quality care².

Critical to the success of this Clinician Engagement Strategy is a focus on clinical leadership and promoting a just work culture to help staff identify issues and work together on solutions³.

The *Hospital and Health Boards Act 2011* stipulates that each Hospital and Health Service must have a clinician engagement strategy. However, engagement with clinicians cannot be separated from an overall approach to engagement and communication. This Clinician Engagement Strategy, therefore, also reflects West Moreton Health's broader approach to internal communication and the channels and tools to be used for communicating with all our staff.

Clinician engagement at WMH is supported by the Executive Director Medical Services, Executive Director Nursing and Midwifery, Director of Allied Health, Executive Director Mental Health and Specialised Services and Executive Director Community and Rural.



¹ National Health Reform Lead Clinicians Group: Enhancing Clinical Engagement in the Australian Healthcare System 2011.

² West, M. & Dawson, J. (2012). Employee engagement and NHS performance. The King's Fund: 123.

³ <https://www.dovepress.com/the-importance-of-clinical-leadership-in-the-hospital-setting-peer-reviewed-fulltext-article-JHL>

Clinician engagement objectives

- Build a relationship of trust through open communication between clinicians, managers, Executive and the Board
- Build clinician engagement and collaboration across West Moreton Health’s committees and work units
- Ensure clinician engagement in decision making in the planning, design, delivery and evaluation of services
- Seek expert clinical input into improved patient safety
- Support and develop clinical leadership
- Involve and train clinicians in consumer and community engagement
- Engage with clinicians in meaningful ways about issues that affect them
- Communicate WMH performance and strategic priorities so clinicians are motivated to take responsibility for helping deliver on our strategic and operational objectives.

Engagement framework

The Clinician Engagement Strategy employs the International Association for Public Participation (IAP2) framework to set out the “how” of engagement, particularly when decision-making is involved.

The framework recognises engagement occurs across five dynamic phases: inform, consult, involve, collaborate and empower.

Differing levels of participation are appropriate, depending on the goals, time frames, resources and levels of concern or interest in the decision to be made.

Most important, however, is the recognition that each participation level involves a commitment to stakeholders.

At all engagement levels, the commitment should be clear – and that commitment should be kept.

	Inform	Consult	Involve	Collaborate	Empower
West Moreton Health Commitment	We will share information about a problem, opportunity, decision or direction.	We will explore options, gain feedback and an understanding of clinicians’ concerns and preferences.	We will involve clinicians in the process so your ideas, concerns and aspirations are reflected in the alternatives developed or the final decision.	We will collaborate with clinicians so your advice, innovation and recommendations are included in the final decision that we make together.	We will enable and leverage clinician decision making and autonomy.
Goal	One-way communication to provide balanced and objective information to assist understanding about something that is going to happen or has already happened.	Two-way communication designed to obtain feedback on ideas, alternatives and proposals to inform decision making.	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.	Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions for joint decision making.	Empowering clinicians, including delegating the final decision.

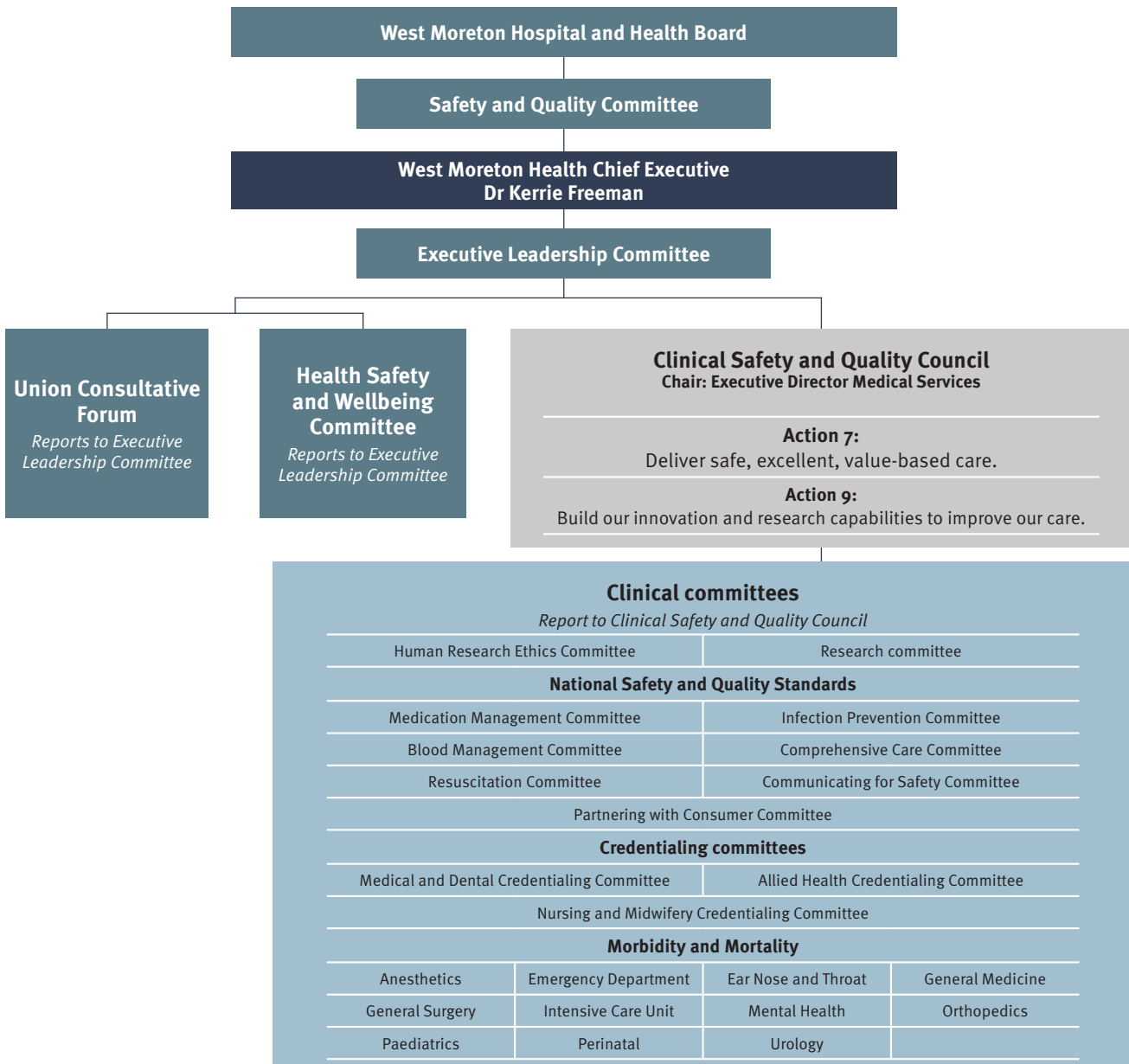
Engagement principles

When engaging in decision making processes with clinicians, West Moreton Health commits to:

- Seek out and encourage contributions actively
- Provide relevant, timely and balanced information so people can contribute meaningfully
- Provide a variety of appropriate and accessible ways for clinicians to have their say and to speak honestly
- Actively listen so that ideas and input help shape decisions
- Consider the needs and interests of all people in the decision-making process
- Tell clinicians about the final decision, and how their input was considered.

Governance

The WMH Quality and Safety Council



The WMH Clinical Safety and Quality Council is the WMH's principal, strategic clinical governance forum, focused on the effective organisation and delivery of safe, reliable, patient-centred care aligned with the WMH Strategic Plan. The Council is responsible for identifying and reducing risks to patient safety, achieving measurable, sustainable improvements in safety and quality, overseeing accreditation and sharing safety and quality information. The Council has five key functions:

- Identifying and reducing risks to patient safety
- Achieving measurable, sustainable improvements in safety and quality
- Accreditation oversight
- Sharing safety and quality information
- Monitor implementation of strategic actions related to the Strategic Plan

The Council is chaired by the Executive Director, Medical Services and its membership is largely made up of clinical leaders and representatives from across WMH. The Council also includes consumer representatives who help ensure we constantly are reminded of listening to the voice of patients and families.

The Council, which reports to the WMH Executive Committee, oversees related committees such as the Research Committee, Clinical Policy Committee and a number of mandatory National Safety and Quality Standards Committees.

Clinical, divisional, union and staff safety committees

Clinicians also have direct input into Union Consultative Forum, local consultative forums, nursing and midwifery consultative forums and the Health, Safety and Wellbeing committee. West Moreton also has a range of other clinical and divisional committees, such as:

- WMH Clinical Directors Committee – information sharing forum, advises the Safety and Quality Council
- Ipswich Hospital Executive Committee meeting
- Emergency Services Management Committee meeting
- Rural Health Management Committee meeting
- Community Health Management Committee meeting
- WMH NUM meetings
- WMH Clinical Forums
- WMH Directors of Allied Health
- Ipswich Hospital Directors
- Community and Rural Directors
- Mental Health directors



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Internal communication at West Moreton Health

Effective internal communication and clinician engagement is critical to the success of our Strategic Plan and is underpinned by our principle of supporting staff to be their best, and to value everyone's contribution to providing the best care to patients.

Internal communication to clinicians and non-clinicians alike at WMH is focused on:

- Demonstrating leadership through Board and Executive support of our staff
- Encouraging a learning culture
- Building a leadership culture
- Deepening a commitment to our values
- Celebrating our successes widely
- Addressing challenging issues quickly and transparently
- Partnering with consumers, external stakeholders and community to develop shared solutions.

Digital and print communication channels

- West Moreton Health intranet site and public-facing website
- Board Chair communique
- Chief Executive communications, including CE all staff emails
- Executive Director all-staff and service-level communications
- Emails
- Internal e-newsletters targeted at professional groups
- Social media
- Microsoft teams (new digital channel authorised by Queensland Health)
- Print notices/lift signs
- Marketing collateral –screen savers, brochures, posters, fact sheets, digital presentations
- SMS messages
- Apps
- Signage and pull-up banners.

Face-to-face communication

- Staff forums
- CE and Executive rounding
- Catch-up with Kerrie – Chief Executive open door sessions
- Executive/Divisional director meetings and committee meetings
- Operational and team briefings
- Staff award events
- External/partner events
- Education workshops/seminars
- Consumer engagement committees, working groups
- Union consultative forums.

Clinician Engagement Strategies

	Inform	Consult	Involve	Collaborate	Empower
Commitment	We will share information about a problem, opportunity, decision or direction.	We will explore options, gain feedback and an understanding of clinicians' concerns and preferences.	We will involve clinicians in the process, so your ideas, concerns and aspirations are reflected in the alternatives developed or the final decision.	We will collaborate with clinicians, so your advice, innovation and recommendations are included in the final decision that we make together.	We will empower clinicians to make autonomous decisions for the benefit of the whole organisation.
	1. WMH provides relevant information, e.g. updated Strategic Plan, information about initiatives, policies, changes.	2. WMH gathers feedback from clinicians on strategic and operational plans.	3. WMH ensures clinicians are supported to be directly involved in both the strategic planning process and operational delivery.	4. All parties ensure clinicians own their clinical work processes and outcomes, and understand the need for good governance, audit and transparency in risk and outcome management.	5. Clinicians accept the challenge of providing robust, considered, evidence-based input into decision-making at all levels of the organisation.
Strategies	6. WMH provides this relevant information in accessible and engaging formats.	7. The HHS gathers feedback from clinicians on culture and working conditions through Working for Queensland Survey and CheckIn monthly pulse check.	8. WMH ensures clinicians participate in and are aware of HHS performance requirements and are well placed to support their delivery.	9. WMH canvasses service challenges and opportunities directly with clinicians to generate solutions.	10. WMH devolves accountability to clinical managers for service management and continual evaluation and improvement.
	11. WMH reports back to clinicians on Board/Executive decisions.			12. WMH collaborates with clinicians when developing, implementing and reviewing health service initiatives including safety, cost and quality measures, best practice protocols, clinical outcomes, resource utilisation, and operational efficiency.	13. Clinicians advocate for patients and give constructive advice operationally and strategically, with that advice encouraged, welcomed, heard and fed back on.
	14. WMH recognises and rewards the contribution of clinicians.				
Tools	<ul style="list-style-type: none"> All-staff emails Staff Forums Divisional/staff/unit/ clinical meetings Caring Better Together Awards Discipline staff awards, (e.g. Nursing and Research awards) 	<ul style="list-style-type: none"> Working for Queensland Survey CheckIn Open door with CE Planning consultation 	<ul style="list-style-type: none"> WMH Clinical Safety and Quality Council and other committees Care Excellence Forums Planning consultation 	<ul style="list-style-type: none"> Leadership of Master Plan initiatives, e.g. Stage 1A Leadership of major change projects, e.g. ieMR Clinician membership of "wicked problem" consultative bodies 	<ul style="list-style-type: none"> WMH Clinical Safety and Quality Council and other committees

Measurements

1. Inform

- Key news and information is distributed regularly via a diverse range of channels.
- Expert advice, statistics and information related to patient safety are readily available to all clinicians.
- Details of clinician representatives on key groups and forums are made available to all clinicians.

2. Consult

- Clinicians have taken up opportunities to contribute to the development of organisational strategies and policies.
- Clinicians have taken up opportunities to scrutinise policies and procedures and give constructive feedback.
- The results from the CheckIn process and the annual Working for Queensland opinion survey for clinicians relating to engagement will be compared with previous results and monitored for ongoing improvement.

3. Involve

- Key group and forums in West Moreton Health have clinician representatives.
- West Moreton Health standard meeting terms of reference reflect clinician engagement principles.
- A feedback mechanism is in place to let clinicians influence change and improvement in patient safety.
- Terms of reference for Safety and Quality and similar committees have been reviewed to ensure alignment with this document.
- The outcomes from discussion at the WMH Clinical Safety and Quality Council and related clinical bodies will be communicated to the Board and Executive through formal mechanisms.
- An annual report on progress and achievements will be prepared for the Executive and Board in June each year.

4. Collaborate

- West Moreton Health has a mechanism in place to identify and collaboratively consider those areas where clinician practice patterns and preferences do not align with Health Service priorities.
- Number of clinical related business cases which have documented clinician consultation.

5. Empower

- Clear and consistent pathways have been developed to improve patient care.



Caring Better Together