

Chapter 6

Business through engagement

Objective: Underpinning our business through stakeholder, clinician, consumer and community engagement



We ask Central Queenslanders what they want, and listen to their answers.

Community, consumer, clinician and stakeholder engagement influences the planning, design and implementation of our services.

Through engagement we will meet our community needs.

The health service has a focus on engagement at all levels to inform, consult, involve, collaborate and empower consumers and the community, staff, clinicians and stakeholders.

The development and strengthening of internal and external engagement activities continued as widespread input was sought on issues ranging from the design of the Moura Community Hospital to staff input on improving patient safety.

The Central Queensland Hospital and Health Board and its members provide a strong engagement link for the community and professional organisations. The Board continues to use its grass-roots links to measure and shape the delivery of health services.

Consumer and Community Engagement

The health service uses consumer and community engagement to gather the knowledge, ideas, issues and praise of those who have used our services and those who may use them in the future to plan, deliver and improve the delivery of health services to the community.

Ongoing consultation with the Moura community about the design and layout of the new Moura Community Hospital continued. A community meeting in Moura on 22 April 2014 showed strong support for and provided official in-principle approval for the design of the new Moura Community Hospital. There was strong support for the design and the community is now looking forward to work starting on the site.

Engagement in rural areas continues through the five active Community Advisory Networks established to support each of the Multi-Purpose Health Services in Central Queensland.

Participation in the development of the One Gladstone Health Plan with industry, community and stakeholder representation has led to the establishment of strong links between members.

Education and awareness programs continue to inform and engage targeted groups. BreastScreen, bowel screen, cervical screening and Donate Life remain visible in the community.

Consultation with maternity consumers occurs through the Maternity Advisory Committee.

The health service actively invites patient and consumer feedback through compliments and complaints. During 2013-2014 the organisation received 1305 compliments and 2021 complaints. Information gathered from compliments and complaints is analysed to identify trends and issues are addressed.

The Consumer and Community Engagement strategy describes how the health service will engage with our communities and individual consumers, with the continued use of Community Advisory Networks and establishment of new strategies including use of internet, newsletters and social media.

Staff engagement

Increasing staff engagement was identified as a key objective to ensure staff are not only aware of issues and the direction of the health service, but also to provide them opportunities to have their say, ask questions or share ideas.

Initiatives launched during the year included the introduction of:

- Speaking up for Safety campaign includes confidential forums with front-line clinical staff to gain insight into safety risks. This campaign includes staff engagement on safety and safety initiatives with the shared aim of eliminating avoidable patient harm.

- Clinical Friday. Members of the Executive Management Team spend one afternoon a month working on the “coal face” at a facility or unit across the health service. This includes working alongside those in the facility or unit, understanding their job and allowing face-to-face interaction, hosting an open staff forum and, where appropriate, meeting with senior clinicians.
- Regular CQHHS-wide or facility-specific open staff forums on an as-needed basis.
- “Ask the Executive” and “Feedback” email addresses that allow engagement in a more protected manner.
- Regular, sponsored barbecues for staff to allow direct contact with executives.

A major staff engagement program will be implemented in 2014-2015.

Clinician engagement

Increasing clinician engagement and clinician involvement in the decision-making processes of the health service were key targets in the second half of the financial year.

The peak decision-making body for the operational arm of the organisation, the Health Service Management Board, was established and its membership is weighted to capture increased clinical input.

Increased medical officer engagement was essential during the finalisation of medical contracts and the established communication pathways have contributed to improved input from senior medical staff.

Clinician engagement helped develop the structure for the Speaking up for Safety campaign. Feedback gathered from meetings and forums with clinicians contributed to the initiation of a Clinical Governance Half Day across the organisation. Under this program, on one afternoon each month all clinicians and other staff not required to provide emergency treatment have protected time to discuss and improve patient safety across the organisation.

The health service works with Central Queensland Medicare Local to engage general practitioners and a dedicated General Practitioner Liaison Officer has been employed to increase engagement in that area.

Service delivery relies significantly on the cooperation and commitment of clinical staff. The Clinician Engagement Strategy has been developed to describe a transparent and effective means of ensuring clinicians across the health service are consulted in the decision making processes.

Stakeholder engagement

As the primary provider of health care services, CQHHS works closely with external agencies and expends considerable energy to ensure those external relationships are meaningful and enduring.

Our relationship with Central Queensland Medicare Local is guided by an engagement protocol, which is a legislative requirement. The protocol identifies shared objectives for the two agencies and outlines activities in which we will collaborate for the benefit of our communities, patients and other stakeholders.

Subacute, Ambulatory and Community Services developed and maintained effective relationships with community advisory groups, non-government organisations and other government agencies to advance primary health care and general community wellness in Central Queensland. The division leads and develops co-ordination of partnership agreements with acute care providers, Central Queensland Medicare Local and key community agencies with a focus on priority areas such as avoidable admissions and hospital alternatives as well as chronic disease management.