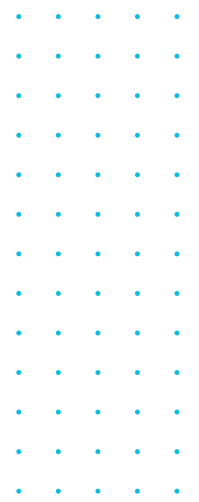
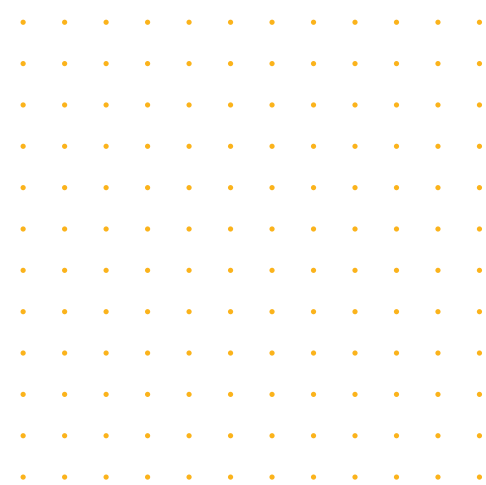


Clinician Engagement Strategy

2022-2025





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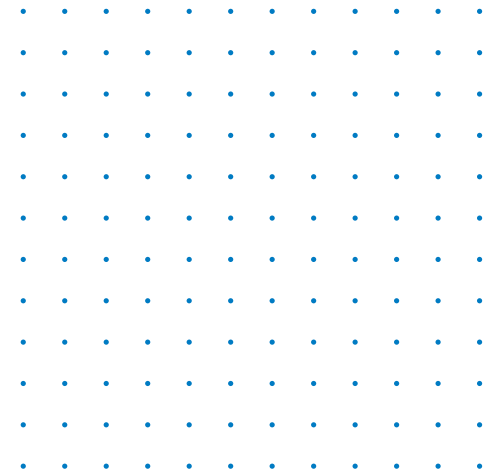


... We would like to pay our respect to the First Peoples, traditional custodians of the land and waterways and thank the custodians who act on behalf of their peoples for their continued hospitality across the expanse of the health service.

We acknowledge and celebrate the continuation of a living culture that has a unique role in the Central West Hospital and Health Service area.

We also acknowledge our elders past and present as well as our emerging leaders of tomorrow and thank them for their wisdom and guidance as we seek to improve healthcare outcomes for all our population.

Aboriginal and Torres Strait Islander people are advised that this publication may contain the names and images of deceased people.



Our Vision, Purpose and Values and Strategic Priorities

Our Vision

Leaders in far-reaching healthcare.

Our Purpose

To deliver safe, quality and accessible rural and remote healthcare services to the people of Central West Queensland.

Our Values

- People centered care.
- Quality and safety.
- Integrity and accountability.
- Investment in staff.
- Innovation and change.

Our Strategic Priorities

People

- Strengthen partnerships with staff, communities, residents, patients, and consumers to improve health outcomes.

Services

- Deliver high quality consumer focused health services.

Systems

- Achieve long term organisational sustainability.

Message from

Health Service Chief Executive and Board Chair

We are delighted to present the renewed Central West Hospital and Health Service Clinician Engagement Strategy for 2022-2025.

We know that our diverse clinicians and staff provide the best care for our consumers and we know that clinician and staff engagement improves staff health and well-being, attendance and patient outcomes.

This Clinician Engagement Strategy 2022-2025 (the Strategy) recognises the need to provide meaningful opportunities for clinicians and staff across our unique and widely geographically distributed health service to develop in leadership and to partner on key aspects of service delivery to achieve our shared Vision, Purpose, Values and to advance our Strategic Priorities.

The Strategy is further progress towards our investment in staff and making Central West Hospital and Health Service (CWHHS) a place where there is collaboration across all levels, where staff wish to work and where staff feel supported to engage.



Central West Hospital and Health Service

Clinician Engagement Strategy

2022-2025

Our services are a key part of our local community and our exceptional people deliver excellent and responsive care.

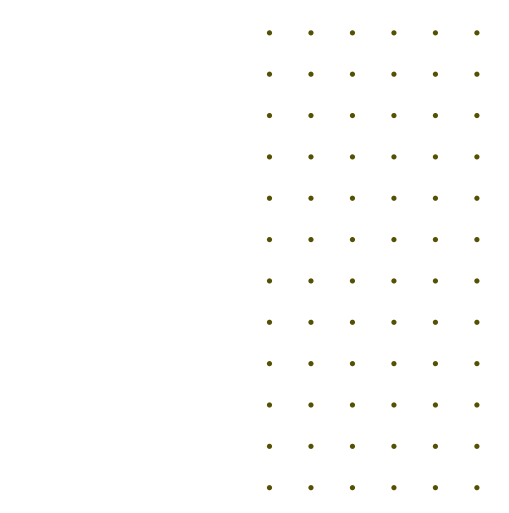
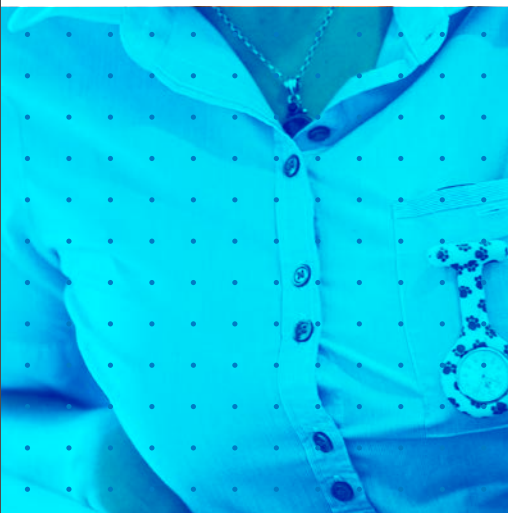
Introduction

Central West Hospital and Health Service wants to ensure that our clinicians and staff are further supported to participate in planning, delivery, service improvement and evaluation activities to better fulfil our common Vision, Purpose and Values and advance our Strategic Priorities.

In line with the CWHHS Clinician Engagement Strategy 2019-21, clinicians and staff have contributed to the development of our CWHHS Health Service Plan 2022-2025 and participate in several key committees.

Review of the Clinician Engagement Strategy 2019-2021 and development of the new CWHHS Clinician Engagement Strategy 2022-2025 further demonstrates CWHHS's commitment to providing opportunities for clinicians and staff to engage. It also fulfils our requirements under the *Hospital and Health Boards Act 2011* and the *Hospital and Health Boards Regulation 2012* to develop, publish and review the Strategy.

The Strategy has been developed with our Aboriginal and Torres Strait Islander Health, Allied Health, Medical, Mental Health, Nursing and Midwifery clinicians across the CWHHS. Consultation involved a targeted review of the previous Strategy and Implementation Plans.



Defining Clinician Engagement

CWHHS defines a clinician as ‘a health professional who provides clinical care to people in Queensland’.

Clinician engagement is defined as ‘the involvement of clinicians in the planning, delivery, improvement and evaluation of health services within Queensland Health, utilising clinicians’ skills, knowledge and experience’.

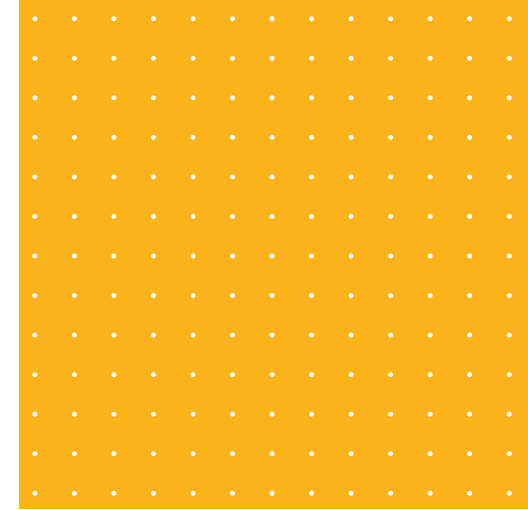
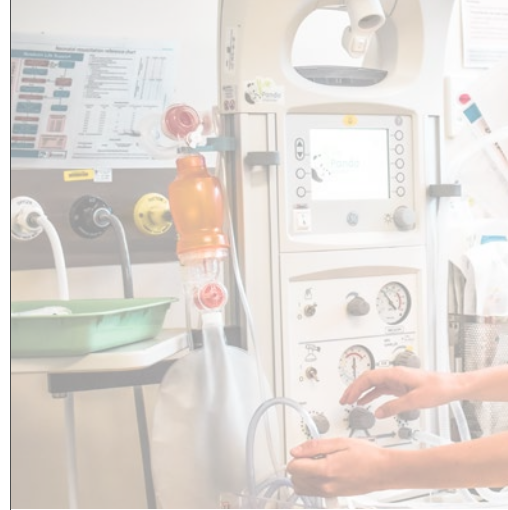
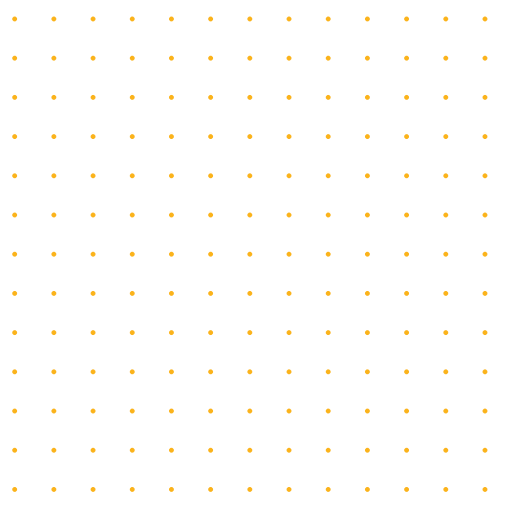
Benefits of Clinician Engagement

The organisational benefits of clinician engagement as defined by the Kings Fund are – ‘with engaged staff deliver a better patient experience and have fewer errors and lower infection and mortality rates. Engaged clinicians provide better service. Financial management is stronger, staff morale and motivation are higher and there is less absenteeism and stress’.

Objectives of the Strategy

The objectives of the Strategy are to create an environment where clinician and staff engagement is facilitated by developing our clinicians and staff and providing opportunities for utilisation of their knowledge, skills and experience to advance our strategic priorities of people, services and systems.

Achievement of the objectives will be supported by the implementation of the strategy and the formal and informal engagement channels available to clinicians and staff.



CWHHS
Clinician
Engagement
Objectives
and Strategies
2022-2025

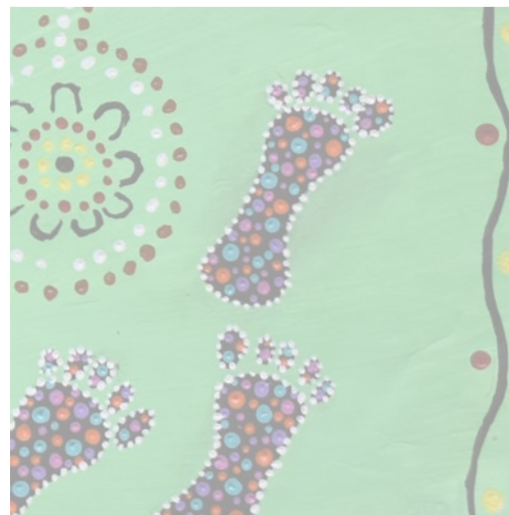
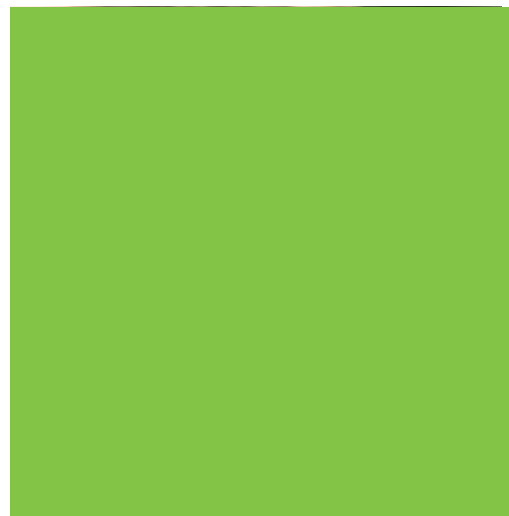
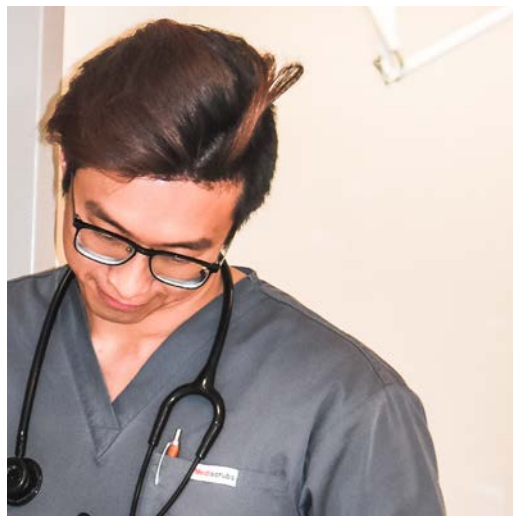
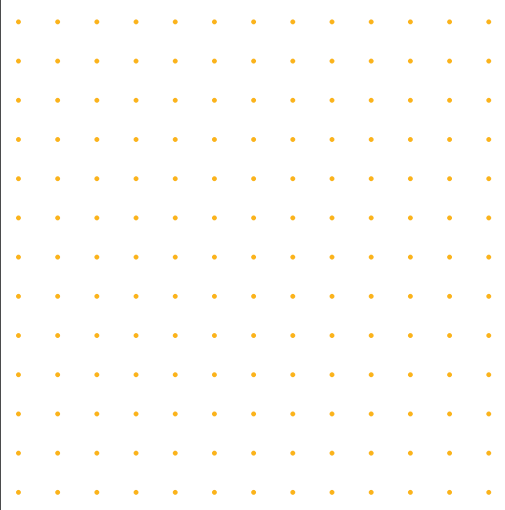


Table 1: CWHHS Clinical Engagement Objectives and Clinical Engagement Strategies 2022-2025

CWHHS Clinician Engagement Objectives		
Improve connectedness Clinicians voiced a desire for more connection with and visibility of the CWHHS Executive Leadership Team (ELT). They also expressed a need for more connection between CWHHS discipline streams.	Encourage and further develop clinical leadership ability Clinicians voiced a need to be supported to collaborate in quality improvement activities. To do this, they need time for clinician engagement activities and to be supported to gain skills in leadership, and advocacy. Clinicians noted that junior staff should also have a voice and that there should be consideration of some areas where devolvment of responsibility is possible so that local solutions can be implemented.	Further foster a culture of clinician engagement that is embedded across the CWHHS. Clinicians noted that the concept of clinician engagement, the link to achieving CWHHS's Vision, Purpose and Strategic Priorities, the benefits of clinician engagement for patients and clinicians and the responsibilities of the HHSs and clinicians for clinician engagement could be better articulated across all levels and discipline streams in CWHHS. They noted the need for improved awareness of the Strategy and recognition of activities which constitute clinician engagement.
CWHHS Clinician Engagement Strategies Trial a multidisciplinary CWHHS Clinical Council. Ensure clinicians and staff are aware of which clinicians are on the Clinical Council and other key committees as well as how they may contact them. Create an ELT meeting standing agenda item to consider feedback from the Clinical Council and to provide a response back to the Clinical Council. Ensure there is a published summary of key issues discussed and decisions made at Board meetings. Schedule an annual cycle for members of ELT to 'walk in my shoes' (informal visits to clinical areas). Ensure Aboriginal and Torres Strait Islander Health, Allied Health, Medicine, Mental Health, Nursing and Midwifery and non-clinical staff meet as entire discipline streams with their relevant Executive Director or ELT member at least once per month. Ensure that Aboriginal and Torres Strait Islander Health, Allied Health, Medicine, Mental Health, Nursing and Midwifery staff are provided with dates of junior medical staff change of rotations to improve connections between different discipline steams. Develop a 'Team of the Month' schedule for 2023-2025 to raise the profile of how every clinical and non-clinical team contributes to person-centred care and CWHHS's Vision, Purpose, Values and Strategic on a daily basis. Recognise and reward the contributions clinicians make to the health service.	CWHHS Clinician Engagement Strategies Quality and safety reports are shared across all clinician stream team meetings for standing agenda items to ensure clinicians of all levels are aware of and have access to relevant information related to patient safety and quality Employees of all levels are offered the opportunity and time to contribute to the development of strategic plans and policies and provide feedback. Clinicians have access to education and professional development opportunities to enable clinicians to deliver high quality, safe care, develop as leaders and managers of people. Clinical projects and initiatives are clinician led. Executive Directors consider any possible local devolution of responsibility and how to implement and monitor.	CWHHS Clinician Engagement Strategies Promote and publish the renewed Strategy on CWHHS intranet. Provide staff with a quick reference guide to the Strategy. Provide resources on CWHHS intranet about clinician engagement and its benefits for people, services and the system. Include the Strategy as part of the orientation process for new employees. Agree on and embed a common language for clinical and non-clinical staff and all leadership levels; how we speak, how we listen and how we behave. Create a standing agenda item for the meetings of the ELT and the Board, considering progress of the Strategy.



::: CWHHS Clinical Council

Trial of a CWHHS Clinical Council (the Council) will be a key enabler of the Strategy. The Council will be advisory, comprised of a multidisciplinary group of practicing clinicians of different levels. The Council will provide a further channel for the provision of balanced and clinically informed advice to the Executive Leadership Team (ELT).

Key issues addressed by the Council may include safety and quality, clinical governance, service planning delivery and evaluation activities.

Terms of reference for the Council will be available.



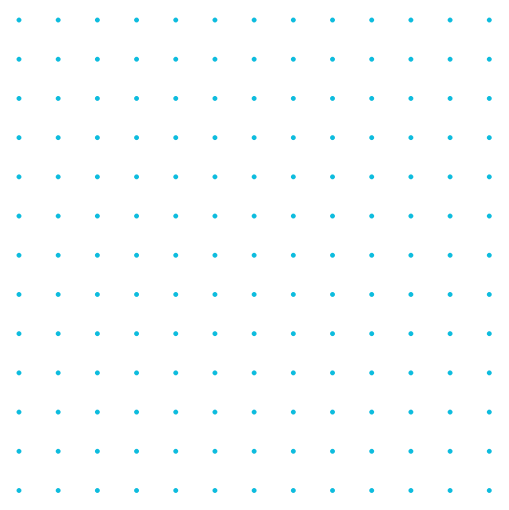
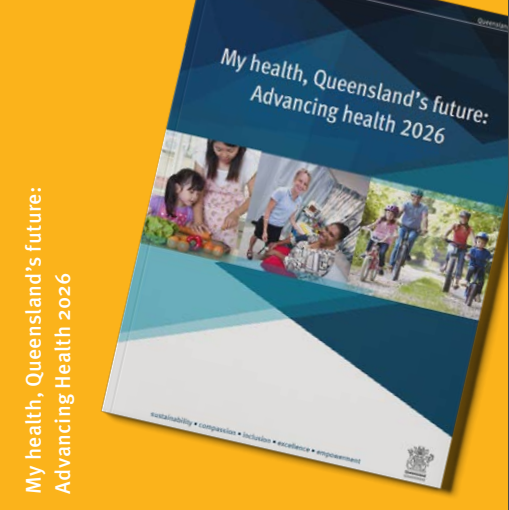
::: CWHHS Current Formal and Informal Communication Channels

Table 2: CWHHS Current Formal and Informal Communication Channels

The Engagement Spectrum				
INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Clinicians noted that the concept of clinician engagement could be better articulated across all levels and discipline streams in CWHHS. This includes: <ul style="list-style-type: none">- the link to achieving CWHHS's Vision, Purpose and Strategic Priorities;- the benefits of clinician engagement for patients and clinicians;- responsibilities of the hospital and health services and clinicians for clinician engagement. They noted the need for improved awareness of the Strategy and recognition of activities which constitute clinician engagement.	CWHHS will obtain feedback from clinicians through clearly defined channels to guide development of policies and services, to hear concerns and aspirations, and to gather information.	CWHHS will involve clinicians by working directly with them to ensure there is common understanding of issues and that clinicians views, concerns and aspirations are reflected in the development of options or approaches.	CWHHS will collaborate with clinicians by working in partnership with them, incorporating their input and advice, and sharing agenda setting and deliberation of issues.	CWHHS will empower clinicians by including them in final decision-making.
CWHHS Engagement Channels				
Board Chair Communique CWHHS intranet Health Service Chief Executive Town Hall meetings Team meetings Education/ workshops/ seminars/ symposiums All staff emails Internal newsletter Digital noticeboard Screensavers Med App	Working for Queensland survey Staff forums Town Hall meetings Team meetings Internal staff emails Participation in Accreditation CWHHS Standards Committees Education/ workshops/ seminars/ symposiums Project/Strategy specific consultation	Development of CWHHS Health Service Plan 2020 – 2025 Profession specific leadership groups Participation in Accreditation CWHHS Standards Committees Project specific consultation Team meetings	Development of CWHHS Health Service Plan 2020 – 2025 Service mapping Participation in Accreditation CWHHS Standards Committees Local action plans Project/Strategy specific consultation State-wide Clinical Networks	CWHHS Standards Committees Board and Executive Leadership Team Committees State-wide Clinical Networks Queensland Clinical Senate Working for Queensland 2022 the Improvement Plans

Alignment with other Strategies

Figure 1 : Alignment with other Strategies



Reporting

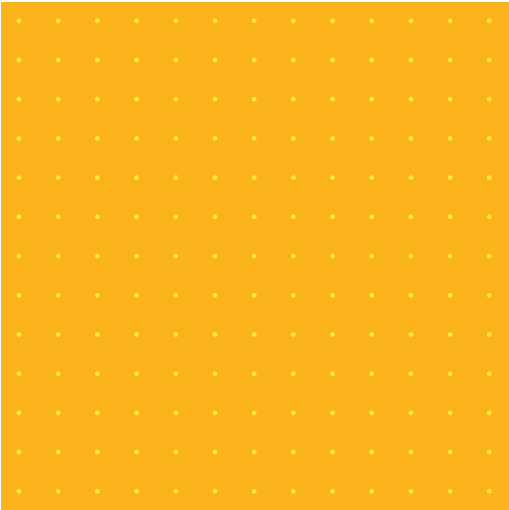
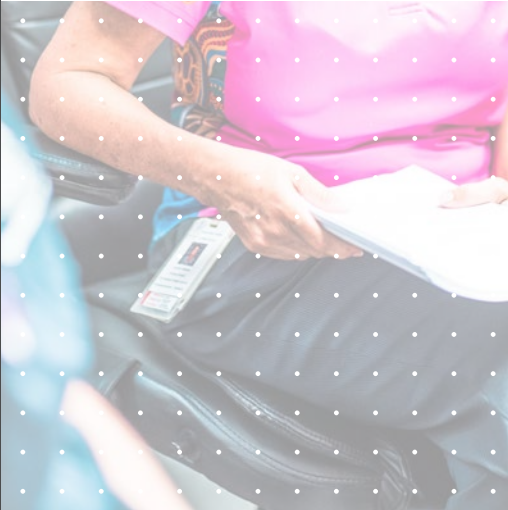
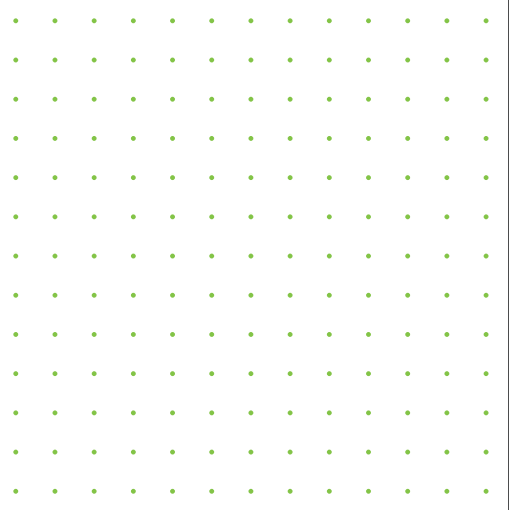
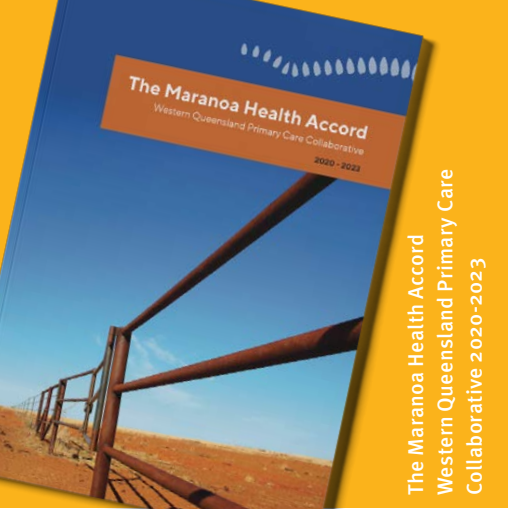
The impact and success of the Strategy will be monitored and measured to continuously improve consultation with health professionals and staff by:

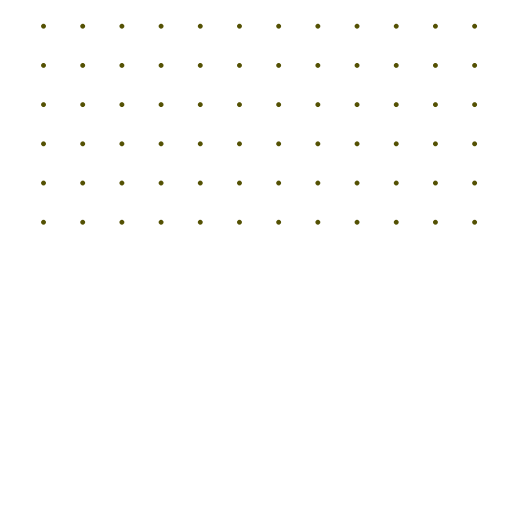
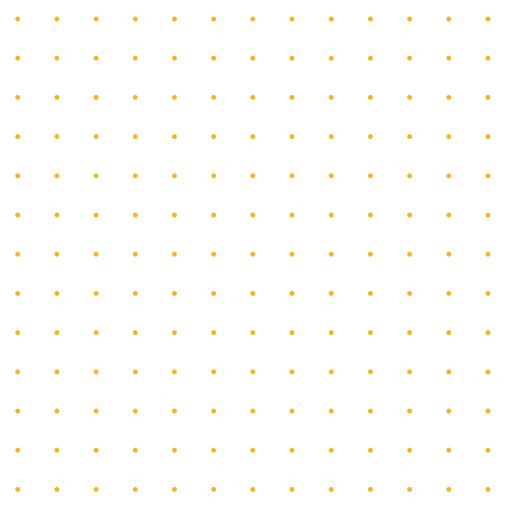
- A quarterly status report to the Board on progress of the Strategy.
- An annual report on progress, achievements and outcomes to the ELT and the Board in June.



Evaluation

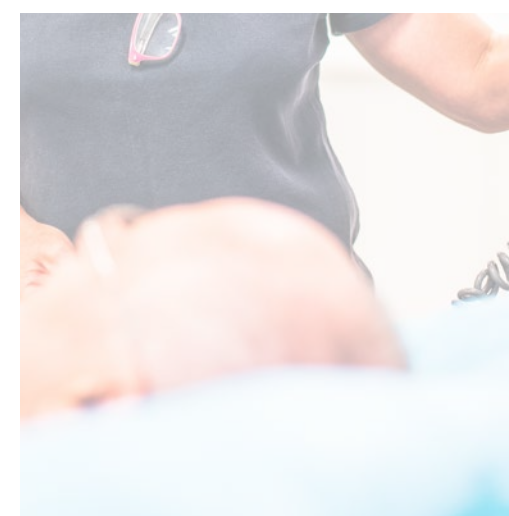
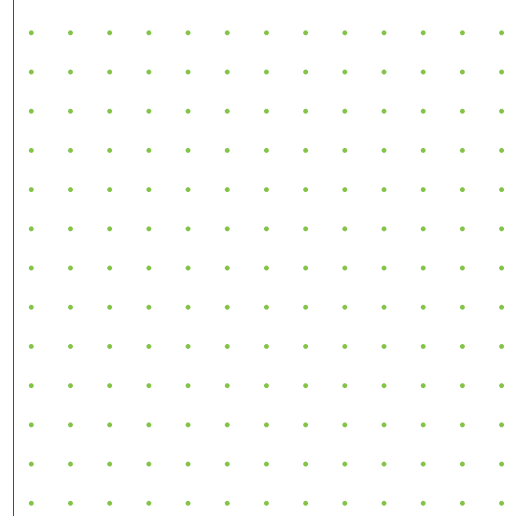
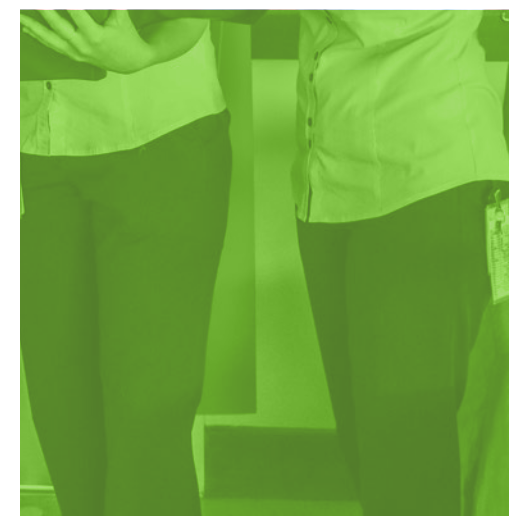
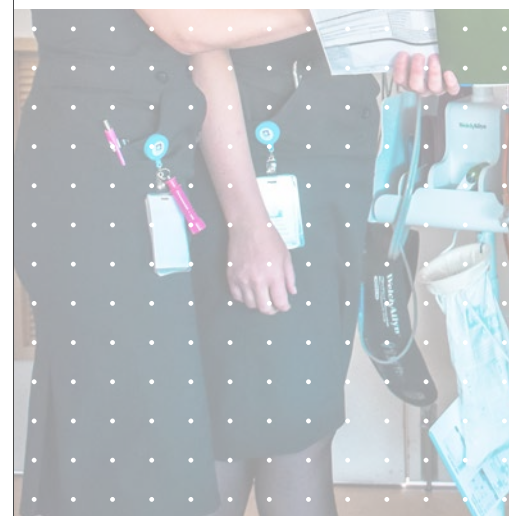
- Results of engagement questions from the annual Working for Queensland survey for CWHHS will be monitored compared to previous results for ongoing improvement.
- Results of the CWHHS Patient Reported Experience Measures (PREMs) and Patient Reported Outcome Measures (PROMs) in Queensland Health will be monitored compared to previous results for ongoing improvement.
- These measures will be utilised to provide reports to executive governance structures on ongoing performance.

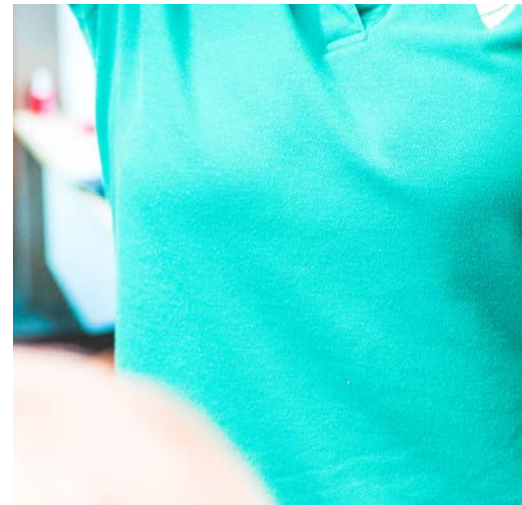
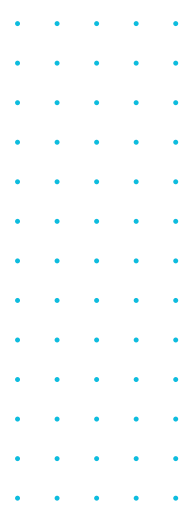




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