



2018–22

Partnering with Consumers Plan

Austin
HEALTH

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About this plan

Providing quality care to consumers is a key priority at Austin Health. This plan aims to provide consumers with greater control over their care by creating more opportunities to engage and actively contribute.

Our community's healthcare needs are changing, growing and becoming more complex. Consumers are better informed and want a greater say in what, how and where they receive care. We'll continue to build on our partnerships with consumers to develop care that is tailored to the individual. Including consumers in important decision making and integrating their feedback into the way we do things is part of our distinct approach to care.

Our vision, to shape the future through exceptional care, discover and learning, underpins our *Partnering with Consumers Plan*. Community integration and collaboration, along with reliable, safe person-centred care are key strategic priorities that drive our work.

We'll provide consumers and staff with the tools and support they need to build even stronger partnerships. Through effective communications, we'll gain an even deeper understanding of the needs and expectations of each person. By informing and involving consumers in their care we aim to empower them.

Our *Patients' expectations principles* (page 8) were developed in consultation with our consumers. They clearly set out what patients want and expect from our health service, and inform what success looks like in the design and delivery of care.

It's clear that to achieve our vision for consumer engagement we must introduce new and dynamic ways to support consumer participation.



Our strategic priorities

We must continue to embrace change and innovation if we are to provide safe, excellent care that fulfils the needs and expectations of each patient.

We must also lift our contribution as a system leader in specialist care, research and education. Austin Health is ready to meet this challenge. Over the next five years, we'll become more specialised, more innovative and a more connected health service.

This ambition applies equally to our role as a local health service for Melbourne's north-east and as a leader in highly specialised tertiary care.

Austin Health will deliver a bold new approach to care that provides better outcomes and the best experiences for every person through the following priority areas and initiatives.

Partnerships



Reliable, safe, person-centred care

Partner with consumers to create a distinct approach to care that is reliable, safe and puts patients at the centre.

- Design a person-centred model of care with consumers and staff
- Become the safest health service in Australia
- Facilities and environment that support our model of care
- Redesign and optimise our service models.



Community integration and collaboration

Collaborate with local partners to improve the lives of people in our community.

- Develop an integrated service plan with primary and community health services and general practice
- Improve access to local hospital care for people in Banyule, Darebin and Nillumbik
- Partner to deliver integrated care for all patients with complex chronic disease.

Transformation



Digital transformation

Transform Austin Health's digital environment.

- Ensure we have a single electronic view of the patient record
- Establish a centre for health data analytics
- Selectively invest in new and emerging technologies
- Strengthen our IT infrastructure, services and functions.

Growth



National leader in research and teaching

Advance the research and learning precinct in Melbourne's north-east.

- Develop our research and learning precinct with our university and research partners
- Grow the scale and impact of Austin Health's translational and health service research
- Embed a consistent, interdisciplinary approach to research and teaching
- Become the health service of choice for students.



Innovation specialist care

Grow our delivery of specialised care in regional and state-wide services.

- Strengthen our world-leading, flagship clinical services
- Focus on clinical services where we can be most effective and efficient
- Improve access and care for rural and regional patients
- Lead the delivery of specialist care for the north-east region.



Talented, capable, engaged people

Take our team to the next level with the right support and culture.

- Leverage our positive culture through workforce engagement
- Build leadership excellence and capability
- Support personal growth and development of our people
- Value diversity and inclusion to bring richness to our work environment.

Our governance context

National context

The *Australian Safety and Quality Framework for Health Care* describes a vision for person-centred care for all Australians, and sets out actions needed to achieve this vision.

Partnering with Consumers is a key component of the National Safety and Quality Health Service Standards, ensuring monitoring and evaluation of person-centred care and participation.

The intention of the standard is to create a health service that is responsive to consumer input and needs.

The key criteria for the Partnering with Consumers Standards are:

- **Consumer partnership in service planning**
Clinical leaders and service managers ensure governance structures are in place to form partnerships with consumers
- **Consumer partnership in designing care**
Mechanisms for consumers to actively participate in our processes are in place to improve patient experience
- **Consumer partnership in service measurement and evaluation**
Consumers, healthcare professionals and service managers receive information on and contribute to the monitoring, measurement and evaluation of our performance

Victorian context

The Partnering in Healthcare (PIH) framework is a key initiative of Safer Care Victoria (SCV). PIH is a partnership and consumer participation approach to improvements and change in healthcare. It addresses the variation in health services' capacity to enable people to partner in their healthcare and to deliver higher quality care that is safe, effective, person-centred, equitable and clinically effective. It sets out a plan for how we can improve partnering with consumers to achieve better care and outcomes. There are five key domains of the framework:

- Personalised and holistic
- Working together
- Shared decision making
- Equity and inclusion
- Effective communication.



Our community

The community we care for is increasingly diverse and growing with more complex healthcare needs.

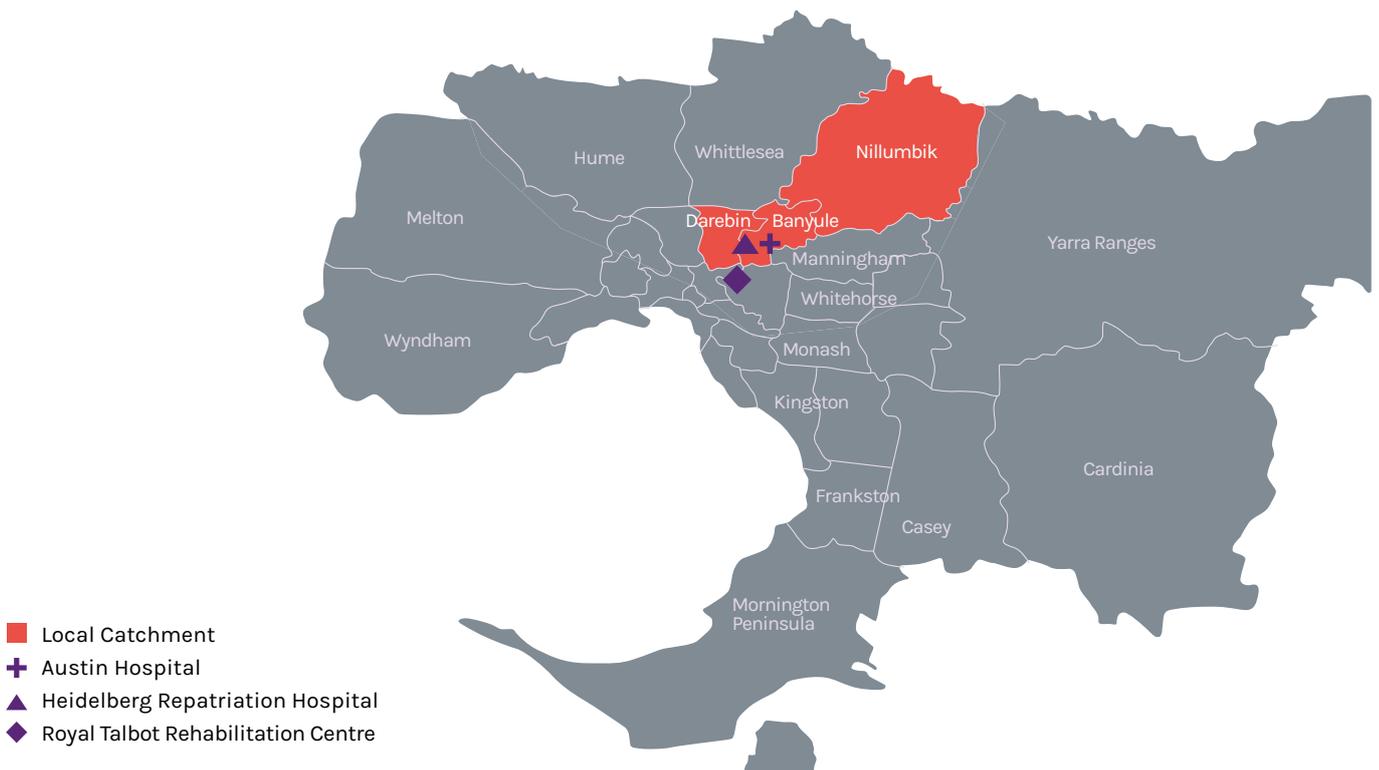
Our primary catchment of more than 343,000 people covers three Local Government Areas (LGA) and includes relatively affluent residents as well as some of Victoria's most disadvantaged residents.

Cultural diversity ranges significantly from only 8.3 per cent of people speaking a language other than English at home and 0.4 per cent of people identifying as Aboriginal or Torres Strait Islander in Nillumbik, compared with 41 per cent speaking a language other than English at home and 1 per cent of residents identifying as Aboriginal in Darebin.

This diversity brings differing needs, expectations and beliefs about healthcare. Our community is also ageing, and its healthcare needs are becoming more complex. As a state-wide provider for a number of key clinical services, our community also includes a large number of people from other metropolitan and rural areas. While there is potential for anyone to access these services, the majority of state-wide consumers tend to present with highly complex needs. These can be for an emergency like spinal trauma, chronic conditions like transplant, or child mental health services, but often require frequent use of services over an extended period. Some state-wide consumers will have a lifetime relationship with Austin Health.

Our catchment is characterised by:

- High levels of cultural diversity in six of our eight catchment LGAs.
- A high proportion of people from Aboriginal background in Darebin.
- Pockets of socio-economic disadvantage - particularly in the Darebin, Hume, Whittlesea and Moreland LGAs.
- Significant variation between our catchment LGAs regarding health behaviours, with high smoking rates in Darebin, Hume and Whittlesea. These LGAs also have high GP utilisation rates.





Our patients' expectations

We've engaged with our Community Advisory Committee (CAC) to understand the expectations that the community has when interacting with our service and the care that they receive.

Through these conversations we've developed a set of principles that captures these expectations and guide how we plan and deliver care across our health service.

Our patients' expectations are:

- Support people to be the expert of their own body and mind
- Make people feel safe
- Make people feel welcome
- Do what you say you're going to do
- Show people respect, empathy, dignity and kindness.



Our Community Advisory Committee

To ensure the continued development of effective consumer engagement we must resource and facilitate the CAC.

The CAC is legislated for in the Victorian State Government's *Health Service Act 1988* and is directly accountable to the Board of Austin Health. Membership consists of eight to 12 consumers who reflect the special needs and interests of specific communities within our catchment, three Board members and four staff members.

The CAC advises Austin Health on governance, policy and strategy in relation to consumer engagement and its impact on health service outcomes. It advocates to the Board on issues relevant to consumer wellbeing.

The Board has a responsibility to seek informed advice in a timely manner from the CAC on major issues and developments within the health service that affect consumers.

One way in which the CAC assists in developing and enhancing consumer engagement is through the development and monitoring of the *Consumer engagement plan*.



Development and planning

The Austin Health Consumer Engagement Plan 2013–17 (CEP) expired at the end of 2017 and the CAC undertook an initial facilitated workshop to begin developing the next plan.

Our *Partnering with Consumers Plan* is one of our key organisation-wide plans that support our strategic plan, and has been renamed to reflect our strategic priorities. This plan introduces the Consumer Participation Scale tool, to both rate and measure the success of consumer engagement.

We have a structured, organisation-wide planning framework, with the strategic plan setting the overarching direction and agenda for our whole health service.

Underneath the strategic plan are a number of organisation-wide support plans, including the *Partnering with Consumers Plan*. Plans like this influence the development and implementation of all other plans at all levels of the organisation.

The development of the plan was informed and strengthened by consumer consultation. The purpose of this consultation was to understand consumer perspectives on what we do well and what we should focus on in the next five years in relation to consumer engagement.

The consumer consultation approach involved three key aspects:

1. A focus group with consumers across Austin Health
2. A consumer survey
3. One-on-one consumer interviews

Four distinct themes emerged

The capacity of our consumer representative group needs to increase both in:

- Diversity, number and ability
- The ability to participate fully.

Information technology is underutilised with patients, carers and family and improvement is expected to:

- Better prepare all patients for their hospital experience
- Better engage our diverse community on all platforms.

Community engagement could be improved by:

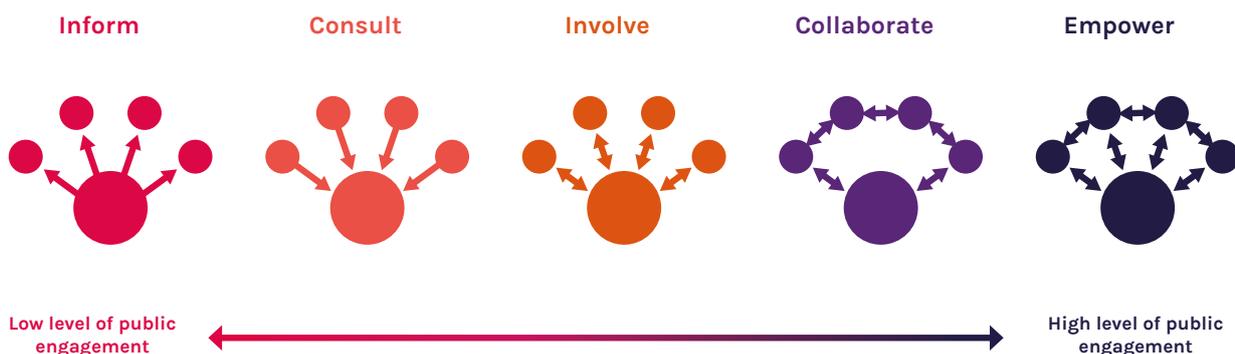
- Understanding and engaging our community, including its demographics
- Ensuring that our consumer representatives are more reflective of our patient community.

Strategic participation in planning to include:

- Consumer participation in research development
- Better collaboration with consumers including outcomes from participation.

This feedback, combined with feedback obtained from our CAC in a dedicated planning workshop, has shaped this plan.

Consumer Participation Scale



Implementation

Austin Health's Partnering with Consumers Committee will take responsibility for overseeing the implementation of this plan, reporting to the Executive Committee and the Community Advisory Committee.

The committee is chaired by an executive sponsor and has broad representation across the hospital including medical, nursing and allied health, consumer representatives, staff from People and Culture and communications.

Implementation will be the responsibility of all departments and services across Austin Health to ensure a whole-of-health-service response.

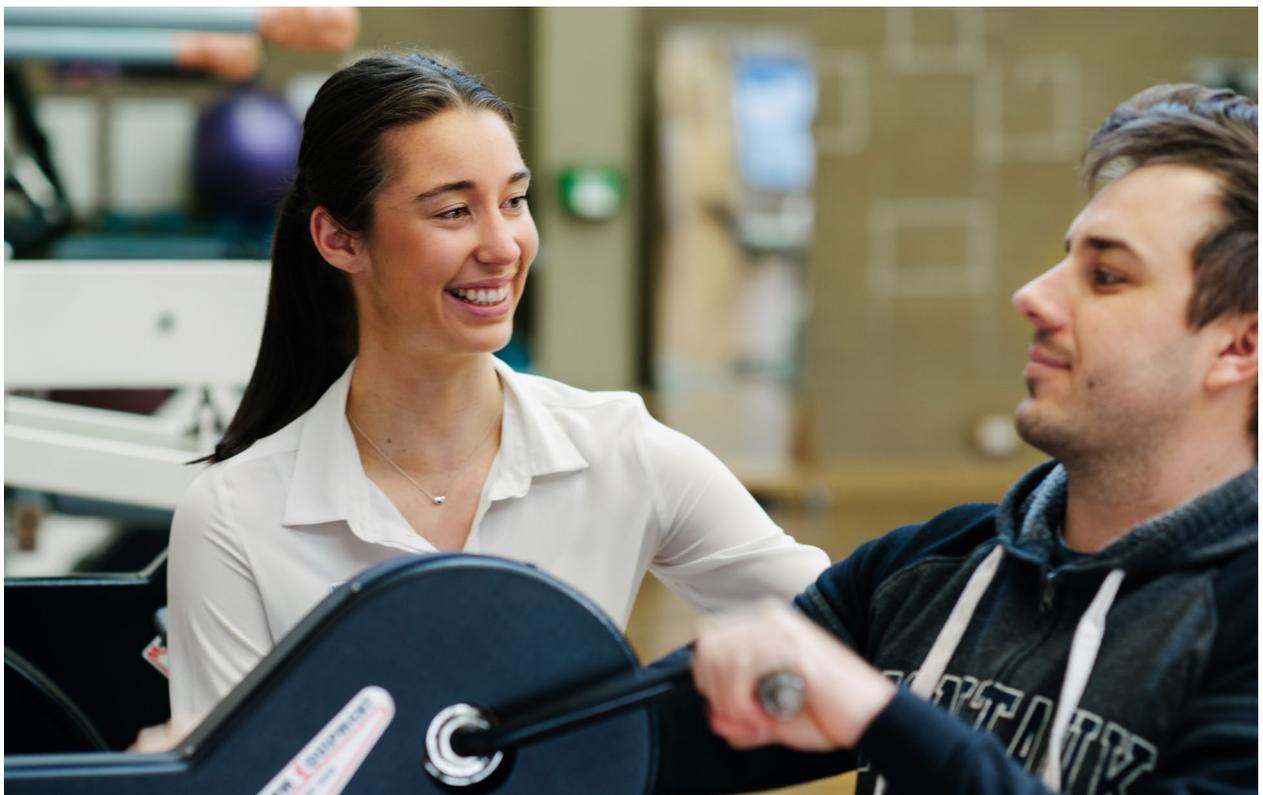
Monitoring and reporting

Monitoring of the plan will occur regularly through the Partnering with Consumers Committee and Community Advisory Committee.

The Community Advisory Committee, in accordance with their Terms of Reference, also has responsibility for ensuring that a plan is developed, implemented and monitored. Annual progress reports will also be provided to the Executive Committee and Community Advisory Committee.

Reporting externally will occur to the Department of Health and Human Services, in line with annual mandatory reporting requirements. Implementation will also be reviewed by the Centre of Patient Experience as part of Austin Health's accreditation processes under the National Safety and Quality in Health Service Standards.

The wider community will be informed of implementation of the plan via the annual report and other communication channels.





Our plan

Safer Care Victoria's *Partnering in healthcare — for better care and outcomes* outlines a co-designed approach to develop a healthcare framework for consumer participation.

Currently under development, the aim is to strengthen person-centred healthcare and improve the healthcare experience and outcomes for all Victorians. Our Partnering with Consumers Plan reflects our intention to partner with consumers so that they have a greater say in their healthcare experience.

The 2018-22 Partnering with Consumers Plan will report against five key result areas:

Person-centred services, care and outcomes

We'll report on how we put consumers at the centre of all care decisions. We see consumers as experts, working with health professionals to have greater control over their life and the healthcare they receive.

Teams, partnerships, knowledge transfer and shared learning

We'll report on how consumers are active partners in their care. This involves the sharing of knowledge, skills and expertise between staff, patients and the people that support them, to best manage health conditions and improve health outcomes.

Equity, diversity, inclusion and responsiveness

We'll report on how the needs of our diverse community are considered in all aspects of care. We recognise and understand that people have different experiences and that these can affect a person's health and wellbeing. We understand that people may have many important needs, at the same time and respect people's identity and experiences.

Participation and shared decision making

We'll report on how patients and their family and carers are involved in informed decision-making about their treatment, care and wellbeing at all stages and with appropriate support. This involves including patient preferences when making decisions about their care, as well as patient engagement in how hospital care is delivered and improved.

Health literacy, information and communication

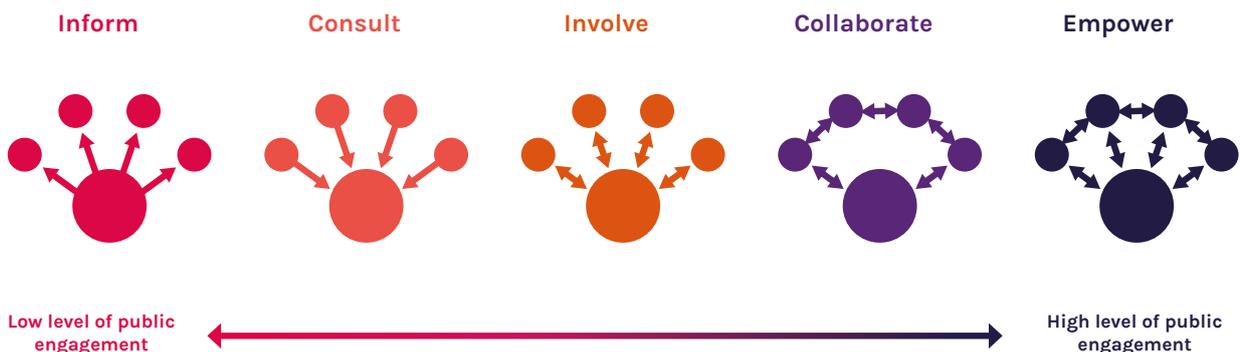
We'll report on how consumers are provided with evidence-based, accessible information to support key decision making. We're committed to providing information and improving interactions with individuals, communities and each other, responding to and improving health literacy.

Person-centred services, care and outcomes

We'll place our consumers at the centre of all care decisions.

Principle	Initiative	Year	Participation
Consumers experience a constant warm and welcome approach from all staff at Austin Health	Consumer-led development and delivery of customer service training for all Austin Health staff	2018-20	Collaborate
	Develop and implement tools and resources to consistently provide a warm and welcoming approach to our consumers	2020	Collaborate
	Develop and integrate consumer participation into key operational projects	2019	Involve
Consumers are provided with opportunities to be involved in the design or review of service delivery to make sure patient needs are considered	Consumers are involved in the design or review of service delivery	2018-19	Involve
	Develop a reporting measure for consumer involvement in quality improvement activities	2020	Involve
	Consumer participation in the model of care development for the Telehealth Project	2019	Involve
Consumers are encouraged to provide feedback about their experience	Refine and embed mechanisms for consumers to provide feedback about their experience	2018-19	Involve
	Develop processes and systems to embed consumer participation in formal feedback processes	2018-19	Involve
Success will be	<ul style="list-style-type: none"> - The introduction and reporting of Patient Reportable Experience Measures (PREMS) - 75% of care related projects will have evidence of consumer participation - Leading patient experience results >95% as reported (overall experience score) in the Victorian Healthcare Experience Survey. - One clear streamlined approach for consumers to provide feedback about their experience. 		

Consumer Participation Scale



Teams, partnerships, knowledge transfer and shared learning

Consumers are active partners in their care with the wider team.

Principle	Initiative	Year	Participation
Consumers and our community are provided with information about the organisation's safety and quality performance in an accessible format	Develop processes and systems for reporting patient experience results to the wider community, including open reporting of learnings and improvements from feedback	2021	Collaborate
	Explore the use of online media to communicate consumer engagement activities and the outcomes	2019	Collaborate
	Explore the opportunity to hold open Community Advisory Committee meetings with the community	2019	Involve
Consumer representatives will have access to information, training and support so that they can meaningfully participate	Explore and implement IT systems access for consumer representatives including access and provision of information to participate	2018	Consult
	Review the training/support requirements and opportunities for consumer representatives including: <ul style="list-style-type: none"> - Review of the induction and orientation process - Specific orientation for consumers when joining a committee - Training and information required, particularly in relation to changes occurring across the organisation - Meeting with chair/support person before a meeting to assist consumers to participate in a meaningful way - Access to debriefing after meetings - Consider having more than one consumer representative on a committee for support 	2019	Collaborate
	Co-design education with consumers for staff regarding participation, capacity and effective consumer engagement	2020	Collaborate
	Implementation of the 'Our Patients' Expectations' principles	2018 - 22	Empower
Consumers expectations of care are communicated effectively	Development and implementation of a bedside communication tool for consumers and staff	2018 - 22	Collaborate
	Success will be <ul style="list-style-type: none"> - Transparent and accountable feedback reporting via digital media, for example the introduction of 'Our Patient Opinion' - The 'Our Patients' Expectations' principles implemented across Austin Health - Consumer representatives have all the information they need to participate fully - Information is available for all staff to effectively engage consumers in quality improvement projects - Austin Health will have an organisation-wide bedside communication board in all inpatient areas. 		

Equity, diversity, inclusion and responsiveness

The needs of Austin Health's diverse community are considered in all aspects of care.

Principle	Initiative	Year	Participation
Mechanisms are in place to collaborate and engage consumer representatives and volunteers from diverse backgrounds as reflected in the Austin Health community	Community mapping and promotion of Austin Health services. (e.g. community presentations)	2018-22	Involve
	Increase both the diversity and capacity of the consumer representative and volunteer programs	2018-22	Inform
	Consumer representation and integration into the Closing the Gap steering committee	2019	Involve
Consumers and community are involved in planning that reflects the current organisation direction	Refresh and redevelop Austin Health's Diversity and Disability action plans	2018-19	Inform
	Integrate cultural diversity into key organisation projects	2020	Collaborate
	Develop a cultural diversity portfolio within the Centre for Patient Experience	2021	Collaborate
Success will be	<ul style="list-style-type: none"> - Consumer representatives reflect our patient and community demographics - Consumer representatives and volunteer roles support patient and community diversity - Strategic direction for consumer engagement aligns with cultural diversity for consumers, carers and the Austin Health community. 		

Participation and shared decision making

Consumers are involved in informed decision-making about their treatment, care and wellbeing at all stages and with support.

Principle	Initiative	Year	Participation
Consumers are actively involved in decisions about their treatment, care and wellbeing at all stages of the patient experience and will have the appropriate support to do this	Review of Austin Health’s Carer Participation Policy to ensure compliance with legislation and opportunities for improvement	2018	Involve
	Develop and establish a constant approach to shared decision-making at Austin Health	2020	Collaborate
Consumers will participate in informed decision-making process at the individual care level	Undertake an audit of patient satisfaction with consent in high risk areas and report on outcomes to the Community Advisory Committee	2020	Involve
	Undertake an audit of patient satisfaction with Advance Care Planning and report on outcomes to the Community Advisory Committee	2019	Involve
Success will be	<ul style="list-style-type: none"> - Leading patient participation results >75% as reported via the Victorian Healthcare Experience Survey - A clear and consistent model for shared decision making across Austin Health - Patient satisfaction with consent process >95% as reported by the Patient Experience Survey - Patient satisfaction with Advance Care Planning >95% as reported by the Patient Experience Survey. 		



Health literacy, information and communication

Consumers are provided with evidence based, accessible information to support key decision-making.

Principle	Initiative	Year	Participation
Consumers receive information on admission and upon discharge	Explore opportunities to improve information provided to patients on admission and discharge	2018	Collaborate
	Review patient information processes related to discharge and track improvements alongside VHES quarterly reporting	2018	Inform
	Standardisation of admission patient information folder	2019	Involve
Consumers are provided with information at transition of care	Collaborate with consumers to develop a 'discharge passport' to support consumers to leave our hospital well	2019	Collaborate
	Improve and implement a standardised approach to discharge summary completion and provision	2020	Consult
Austin Health staff and consumers have a level of health literacy that supports their role	Explore digital mediums for provision of consumer information at all points of care	2019-20	Inform
	Identify appropriate health literacy training programs appropriate for staff and consumer representatives	2019	Inform
	Conduct research that provides evidence for a best practice approach to consumer information	2022	Empower
Success will be	<ul style="list-style-type: none"> - Standardisation of information provided on admission and discharge - Our practices and commitment to health literacy will reflect consumer expectations - Patient information processes on discharge will be clear and efficient - Victorian Healthcare Experience Survey results will reflect increased patient satisfaction with regard to transition of care >75% - Consumer feedback data will reflect a decrease in communication related complaints. 		



Contact us

We rely on feedback to ensure the Partnering with Consumers Plan is engaging and relevant for our readers. Email feedback@austin.org.au or contact the Centre for Patient Experience 03 9496 3566.

145 Studley Road
PO Box 5555
Heidelberg Victoria 3084

03 9496 5000
feedback@austin.org.au

austin.org.au

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