



# Consumer Participation Plan

2020 - 2025

Community Trust & Engagement



Benalla Health acknowledges the Traditional Owners of the lands from across our region, the Yorta Yorta People and the Taungurung People. We pay our respects to their Elders past, present and emerging, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the State.

We embrace diversity and are committed to providing a safe and inclusive environment for all people.

## **Benalla Health**

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# Why a Consumer Participation Plan?

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Benalla Health believes that consumer participation is fundamental to ensuring an effective and responsive health service. Furthermore Benalla Health also recognises that consumer participation is essential to providing authentic information for improvements in individual health outcomes and health service delivery.

Benalla Health's Consumer Participation Plan outlines how Benalla Health will engage with consumers, carers and the community to help shape health services whilst keeping the community involved and informed.

Consumers can provide unique and valuable insights into health care due to their own experiences of using the health system as a patient, client or carer and as members of a community. Many consumers understand what is happening within their community and what people might value.

From Benalla Health's point of view, the participation and feedback from consumers, carers and the community is particularly important to understand:

- Are we meeting consumer needs?
- Can we do things better?

There are three levels at which people want to be engaged with Benalla Health:

- Information - one way communication from Benalla Health to target groups and the broader community. The information desired is service availability, accessibility, costs and 'what is happening' updates.
- Feedback on current services and making them more appropriate and better for users. This includes specific input on levels of service, what is provided and when, how well it is provided, satisfaction, quality and new ideas. (Involvement can be at the individual level where people participate in making decisions affecting them; at the program level and at the organisational level).
- Collaboration and involvement in future service planning.

## Commitment

Benalla Health is committed to increasing active engagement and participation from consumers, carers and community members to:

- Improve the quality of health care and health outcomes for consumers;
- Ensure that current services are meeting consumer needs, and are designed with consumers to meet future needs and
- Provide information and feedback for improving services and service delivery.

Specifically, through better engagement and participation with consumers, carers and the community, Benalla Health will:

- Use consumer and carer experience and feedback to improve services;
- Continue to create consumer and carer friendly access to services;
- Improve communication between all stakeholders;
- Design future services to meet the needs and preferences of the community, from the planning stage through to evaluation and monitoring;
- Engage people and design services that are responsive to diverse groups;
- Establish links with community organisations, and partner with other health and community service organisations to deliver seamless and integrated services where possible and
- Obtain feedback on system level issues regarding consumer and carer feedback and complaints.

## Objectives

Ensure that the continual practice of consumer participation in all facets of service provision is part of the cultural norm, with systems and processes in place to support participation.

Improve upon the existing practices of consumer participation at Benalla Health so that consumers enjoy increased opportunities to contribute, and know how their input has made a difference.

Build the capacity of people to be more fully involved in participation with Benalla Health inclusive of:

- Individual consumers and carers;
- Board of Directors members and committee members and
- Volunteers and staff.

The actions contained within this Plan, cover four areas that will assist with achieving the stated aims and objectives:

1. Clinical Governance and Quality Improvement Systems to Support Partnering with Consumers
2. Partnering with Consumers in their own care
3. Health Literacy
4. Partnering with Consumers in Organisational Design

## Strategic directions

A summary of the strategic documents that will inform the Consumer Participation process is detailed below:

- Benalla Health Strategic Plan 2020-2025
- State Government Policy
- Equity in Participation

- National Safety and Quality Health Service Standards

We are committed to the health, wellbeing and success of our community, staff and partners. We recognise that the years ahead will require us to explore new types of collaboration, new ideas and ways of thinking, and new models of care if our community and organisation are to thrive.

## Our beliefs and values

Our beliefs underpin what is important to us and why Benalla Health exists. Our values are a set of principles, which everyone in our team commits to and which shape our behaviours. Our values and beliefs are the fundamental elements that unite our team and define what makes our organisation unique.



## We value...



### **Respect**

Because it enables us to act without bias and with sensitivity to a person's beliefs, wishes and feelings.



### **Empathy**

Because it enables us to understand people's individual feelings, to see things from their point of view, and to care for their emotional, physical and spiritual well-being.



### **Excellence**

Because it enables us to continually strive to develop new healthcare standards to benefit our community.



### **Compassion**

Because it enables us to demonstrate a deep awareness of another's suffering.




### **Accountability**

Because it enables us to take personal responsibility for our words, our attitudes and our actions.

# Strategic Plan

## Strategic Plan 2020-2025

Collaboration | Innovation | Action



### OUR VISION

Healthy, thriving and resilient communities in and around Benalla.

### OUR PURPOSE

To care for our community by providing safe, high quality healthcare for everyone.

OUR PRIORITIES	OUR OUTCOMES
<b>Deliver responsive, high quality services</b>	... that drive wellness, support healthy ageing and are <b>responsive to the evolving needs of our community</b> .
<b>Strengthen our workforce and culture</b>	...so we recruit and retain a <b>resilient, engaged and skilled team</b> , who have pathways for growth and development.
<b>Enhance community trust and engagement</b>	... so people know and use our services, we understand their needs, provide <b>person-centred care</b> , and support them to achieve their health goals.
<b>Build lasting, effective partnerships</b>	... that enable us to share resources and services, and take a <b>holistic approach to our region's health</b> .
<b>Consolidate our financial and environmental sustainability</b>	... to empower us to innovate and <b>determine our own path forward</b> .

### OUR BELIEFS

**We believe** that accessible healthcare is a fundamental human right.

**We believe** the community is stronger with us, and we are stronger with them.




**We believe** that everyone is welcome at Benalla Health.

**We believe** that each member of our team is integral to how we compassionately serve our community.

**We believe** in making a positive difference in people's lives - we really care.

**We believe** in and commit to collaboration, innovation and action.

### OUR VALUES

 <b>Respect</b>	 <b>Empathy</b>	 <b>Excellence</b>	 <b>Compassion</b>	 <b>Accountability</b>
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Relevant sections of our 2020-2025 Strategic Plan have informed the development of this Consumer Participation Plan.

Ensuring that we hear the consumer/community voice within our third strategic priority is important to ensure that we work together more effectively to achieve better health outcomes for consumers and their significant others.

## Priority 3

### Enhance Community Trust and Engagement

A trusted and engaged health service that has deep, meaningful links within our community.

- |  |  |
|--|--|
| <p><b>3.1</b> <i>Increase representative and meaningful engagement with our community.</i></p> | <p>We want and need to hear from the community about their healthcare requirements and preferences. We feel strongly that this engagement cannot only be with a select few – it must be with a group of the community who represent the different demographics and life experiences of people from Benalla and surrounds. Furthermore, we seek for our engagement with community to be both authentic and purposeful, where we work together to co-design person-centred solutions that meet individual needs.</p> |
| <p><b>3.2</b> <i>Enhance community understanding of the services we provide.</i></p>           | <p>As well as hearing from the community, we are committed to transparency and are keen to better communicate the services that are provided at Benalla Health and at other health services. This will clarify what healthcare is available locally and what is available further afield, enabling the community to choose safe, high quality health services as close to home as possible.</p>  |
| <p><b>3.3</b> <i>Continue to provide holistic, patient-centred care.</i></p>                   | <p>The provision of patient-centred care that holistically addresses individual health needs is key for any community to trust their health service. We recognise this and commit to providing patient-centred care in hospital, community and home settings, and in partnership with our regional health partners.</p>  |

We will know we are enhancing community trust and engagement when...

- There is an increase in community feedback and the number of complaints is trending down.
- There is an increased level of consumer involvement in clinical governance and related activities.
- We are culturally responsive to the local Aboriginal and Torres Strait Islander community.

# Community preferences and expectations

We are witnessing a change in what our community expects of the services that respond to their healthcare needs. Everyone continues to want safe, high quality healthcare that is accessible and inclusive but there is growing demand for that care to also be more flexible; place-based (in the community and in the home as well as in the hospital); personalised to meet individual needs; and more technologically sophisticated.

A shift is also evident in how the community engages with us and how we engage with our community. Many people now want to actively participate in and understand the healthcare they are receiving. As an organisation, we commit to providing person-centred care and to facilitating shared decision-making with individuals and their families in all aspects of their healthcare and our service delivery.

What does this mean for the next five years?

Our services will no longer be confined to being delivered within the walls of the hospital. As well as extending our in-home and community-based healthcare, we will be working to develop a range of remote and virtual services to further improve equitable access. We will also be furthering efforts to engage individuals, local groups and the community more broadly to ensure consumer engagement is meaningful and representative.

## Commitment to quality and safety

Healthcare must be safe and of a high quality - our community, partners, government stakeholders and team are focused upon and committed to this way of working. We acknowledge that safe, high quality health services require consistency of effort, a range of capabilities, and appropriate systems and processes. Data and analytics, digital solutions and collaboration all have an important role in the provision of safe high quality healthcare.

What does this mean for the next five years?

Safe, high quality healthcare will continue to be our priority. Our commitment to meeting the highest standards of service is reflected in our vision for the future; the wide range of strategies that will be implemented to foster partnerships; the ongoing demonstration of a just and inclusive organisational culture; and the diversity of opportunities we pursue and offer, to learn and improve.

We will continue to speak up and act for safety and quality of service by living our values, by monitoring and being transparent about our performance, and by learning from and listening to the lived experience of our community.

# State Government Policy

The Victorian Government is committed to involving people in decision making about health services. Participation in improving the health of a community is an essential principle of health development, clinical governance, community capacity building and the development of social capital.

Participation is valued because it is:

- An aid to improve health outcomes and the quality of healthcare;
- An important democratic right; and
- A mechanism to ensure accountability.

Participation occurs when consumers, carers and community members are meaningfully involved in decision making about health policy and planning, care and treatment, and the wellbeing of themselves and the community. It is about consumers having their say, thinking about why they believe in their views and listening to the views and ideas of others. In working together, health policy decisions will include a range of perspectives.

To support meaningful community participation we will draw on The International Association of Public Participation (IAP2) Public Participation Spectrum. This evidence based model assists with determining the relevant level of community engagement about subjects based on goals, time, resources and level of concern.

## IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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## National Standards

### Standard 2 - Partnering with Consumers

Leaders of a health service organisation develop, implement and maintain systems to partner with consumers. These partnerships relate to the planning, design, delivery, measurement and evaluation of care. The workforce uses these systems to partner with consumers.

Leaders of a health service organisation implement systems to support partnering with patients, carers and other consumers to improve the safety and quality of care.

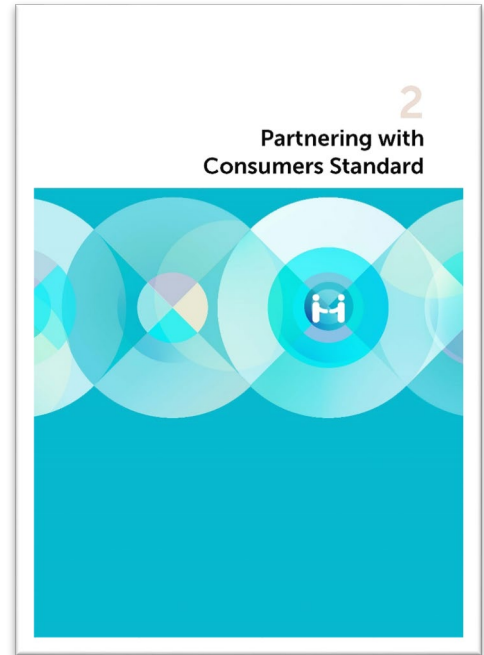
#### Intention

The intention of this standard is to create an organisation in which there are mutually valuable outcomes by having:

- Consumers as partners in planning, design, delivery, measurement and evaluation of systems and services; and
- Patients as partners in their own care, to the extent that they choose.

Patients, carers, consumers, clinicians and other members of the workforce use the systems for partnering with consumers.

- Governance structures are in place to form partnerships with consumers and carers.
- Consumers and carers are supported by the health service organisation to actively participate in the improvement of the patient experience and patient health outcomes.



*Consumers and carers receive information on the health service organisation's performance and contribute to the ongoing monitoring, measurement and evaluation of performance for continuous quality improvement*

### Equity in Participation: Toward a new healthcare policy framework



## Strategies and Actions

1. Clinical governance and quality improvement systems to support partnering with consumers

Systems are designed and used to support patients, carers, families and consumers to be partners in healthcare planning, design, measurement and evaluation.

Strategy area		Actions	Responsibility	By When
<b>1.1. Governance</b>	<b>1.1.1.</b>	Community Advisory Committee (CAC) maintained as a Board of Directors Sub-Committee	Board of Directors, Health Service Executive	<b>Ongoing</b>
	<b>1.1.2.</b>	CAC Terms of Reference reviewed annually	Board of Directors, CAC	<b>Annual</b>
	<b>1.1.3.</b>	CAC standard agenda item on Board of Directors agendas	Board of Directors, CEO	<b>Ongoing</b>
	<b>1.1.4.</b>	Review of CAC performance	Board of Directors, Health Service Executive, CAC	<b>Annual (November)</b>
	<b>1.1.5.</b>	Consumer members on Quality & Safety Committee	CEO, EDCS	<b>Ongoing</b>
	<b>1.1.6.</b>	Consumer members on other clinical committees	EDCS	<b>Ongoing</b>
<b>1.2. Consumer Participation Plan</b>	<b>1.2.1.</b>	Review and update the Consumer Participation Plan	CAC, EDCS, OD-HC	<b>December 2020</b>
	<b>1.2.2.</b>	Endorse the Consumer Participation Plan	Board of Directors	<b>February 2021</b>

Strategy area		Actions	Responsibility	By When
<b>1.3. Policies &amp; Procedures</b>	<b>1.3.1.</b>	Review and update the Consumer, Carer and Community Participation policy ( <b>Due September 2021</b> )	CAC	<b>September 2021</b>
	<b>1.3.2.</b>	The Australian Health Care Charter for Victorian Health Care Services is promoted within the organisation	CEO, Health Service Executive, Operational Directors, Managers	<b>Ongoing</b>
<b>1.4. HR Processes</b>	<b>1.4.1.</b>	Benalla Health Position Descriptions are reviewed to ensure clear expectations of the value of consumer, carer and community input	OD-HR, Health Service Executive, Managers	<b>Annual</b>
	<b>1.4.2.</b>	Review Staff induction to ensure it includes a session on the value of consumer, carer and community input, how it is used, and their roles to enable participation	OD-PI, OD-HR and Managers	<b>Annual</b>
<b>1.5. Reporting and Evaluation</b>	<b>1.5.1.</b>	Review formal processes to evaluate and monitor community participation by all stakeholder groups across the organisation	CAC, Board of Directors, Health Service Executive	<b>Annual</b>
	<b>1.5.2.</b>	Quality Account contains information about stakeholder participation.	OD-PI, CAC, Quality & Safety Committee	<b>Annual</b>
	<b>1.5.3.</b>	Compliments, complaints trends and themes are reported to the Quality & Safety Committee and CAC for discussion and input of consumers for future actions to improve services.	Health Service Executive, OD-PI, Quality & Safety Committee	<b>Ongoing</b>

2. Partnering with patients in their own care

Systems that are based on partnering with patients in their own care and used to support the delivery of care. Patients are partners in their own care to the extent that they choose.

Strategy Area		Actions	Responsibility	By When
<b>2.1. Feedback</b>	<b>2.1.1.</b>	<p>Develop regular communication and participation activities about:</p> <ul style="list-style-type: none"> <li>▪ Services availability</li> <li>▪ Other related services</li> <li>▪ Changes to services</li> <li>▪ News and updates</li> </ul> <p>Through:</p> <ul style="list-style-type: none"> <li>▪ Traditional media: Regular, personal media articles including print, radio and TV</li> <li>▪ Social Media platforms</li> <li>▪ Updated website</li> <li>▪ Staff newsletters</li> <li>▪ Community brochures</li> <li>▪ Quarterly feature in Ensign</li> <li>▪ Provision of summary information to schools and community groups so that they can distribute in newsletters</li> </ul> <p>Working with schools and community groups so that this would be a two way process between the organisation and the community</p>	Board of Directors, Health Service Executive, Operational Directors, Managers and Media Relations	<b>Ongoing</b>
	<b>2.1.2.</b>	Business Intelligence Group (BIG) and CAC to monitor and review website and update to maintain currency and relevance to consumers, carers and the community	CAC, BIG, Operational Directors, Managers and Media Relations	<b>Ongoing</b>
<b>2.2. Healthcare Rights</b>	<b>2.2.1.</b>	CAC to review education / media plan to ensure all consumers are aware of the Australian Charter of Healthcare Rights	Health Service Executive, OD-PI, Quality & Safety Committee	<b>Ongoing</b>

Strategy Area		Actions	Responsibility	By When
	2.2.2.	CAC to review informed consent process	Health Service Executive, OD-PI, Quality & Safety Committee	<b>Ongoing</b>
<b>2.3. Shared Care Plans</b>	2.3.1.	Ensure consumers are partners in the formation of care plans and client centred goal setting and are able to make decisions about their current and future care	OD-HC, EDCS, Community Health Team	<b>Ongoing</b>



3. Health literacy

Health service organisations communicate with patients in a way that supports effective partnerships.

Strategy Area		Actions	Responsibility	By When
<b>3.1. Staff training</b>	<b>3.1.1.</b>	Review current training material and opportunities for staff on consumer participation	OD-HR, Performance Improvement Team	<b>Ongoing</b>
	<b>3.1.2.</b>	Provide opportunities for consumer input to staff training (personal experiences and feedback)	Health Service Executive	<b>Ongoing</b>
	<b>3.1.3.</b>	Monitor attendance at forums and training opportunities so that staff can be identified as receiving training appropriate to the expectations of enabling participation as outlined in their Position Description.	OD-HR, Performance Improvement Team	<b>Ongoing</b>
	<b>3.1.4.</b>	Staff trained in plain language skills in written and oral communication	OD-HR, OD-PI	<b>Ongoing</b>
<b>3.2. Consumer training</b>	<b>3.2.1.</b>	Identify consumer/client/carers health literacy needs	OD-HC, EDCS, OD-PI	<b>Ongoing</b>
	<b>3.2.2.</b>	Identify appropriate health literacy training programs appropriate for local consumers and carers	OD-HC, EDCS, OD-PI	<b>Ongoing</b>
	<b>3.2.3.</b>	Work with the Health Issues Centre (HIC) to identify the latest research on consumer participation and bring to the CAC.	CAC, OD-HC	<b>Ongoing</b>
<b>3.3. Communication</b>	<b>3.3.1.</b>	BH uses communication mechanisms that are tailored to the diversity of the consumers who use its services	Health Service Executive, OD-PI	<b>Ongoing</b>
	<b>3.3.2.</b>	CAC review process for consumer brochures and information to ensure it is provided in a way that meets the needs of patients, carers, families and consumers	Health Service Executive, OD-PI	<b>Ongoing</b>
	<b>3.3.3.</b>	Review information provided to consumers at discharge	Health Service Executive, OD-PI	<b>Ongoing</b>

#### 4. Partnering with consumers in organisational design and governance

Consumers are partners in the design and governance of the organisation.

Strategy Area		Actions	Responsibility	By When
<b>4.1. Access to Diverse Consumer Groups</b>	<b>4.1.1.</b>	All consumer members of the CAC attend orientation	OD-HC, OD-HR	<b>Ongoing</b>
	<b>4.1.2.</b>	Develop strategies to engage with the local Aboriginal community	OD-HC, EDCS	<b>Ongoing</b>
	<b>4.1.3.</b>	Establish a consumer advisory group from the local LGBTQI+ community	OD-HC, EDCS	<b>December 2021</b>
	<b>4.1.4.</b>	CAC review progress of Diversity & Disability Plan	CAC, OD-HC, EDCS	<b>Annual</b>
	<b>4.1.5.</b>	Obtain feedback about aspects of quality and safety performance from support and carer groups, volunteers and CAC.	OD-PI, OD-HC, EDCS	<b>Ongoing</b>
	<b>4.1.6.</b>	Continue to schedule guest speaking engagements with community groups	CEO, Health Service Executive, Operational Directors, Managers	<b>Ongoing</b>