



Clinician Engagement Strategy

2022 - 2024



Queensland
Government

ACKNOWLEDGEMENT TO TRADITIONAL OWNERS

The Torres and Cape Hospital and Health Service respectfully acknowledges the Traditional Owners / Custodians, past and present, within the lands in which we work.

CAPE YORK

Ayabadhu, Alngith, Anathangayth, Anggamudi, Apalech, Binthi, Burunga, Dingaal, Girramay, Gulaal, Gugu Muminh, Guugu-Yimidhirr, Kaantju, Koko-bera, Kokomini, Kuku Thaypan, Kuku Yalanji, Kunjen/Olkol, Kuuku – Yani, Lama Lama, Mpalitjanh, Munghan, Ngaatha, Ngayimburr, Ngurrumungu, Nugal, Oolkoloo, Oompala, Peppan, Puutch, Sara, Teppathiggi, Thaayorre, Thanakwithi, Thiitharr, Thuubi, Tjungundji, Uutaalnganu, Wanam, Warranku, Wathayn, Waya, Wik, Wik Mungkan, Wimarangga, Winchanam, Wuthathi and Yupungathi.

NORTHERN PENINSULA AREA

Atambaya, Gudang, Yadhaykenu, Angkamuthi, Wuthathi.

TORRES STRAIT ISLANDS

The five tribal nations of the Torres Strait Islands:

The Kaiwalagal

The Maluilgal

The Gudamaluilgal

The Meriam

The Kulkalgal Nations.

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3.1	21/09/2022	D Richmond	Tabled at Clinical Council
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OUR VISION

Leading connected health care to achieve longer, healthier lives.

OUR PURPOSE

Provide health services that:

- ensure seamless healthcare journeys
- embrace cultural diversity
- improve our workforce's capability, safety and wellbeing
- maximise the use of technology
- respect, protect and promote the rights and safety of all in our region

Torres and Cape Hospital and Health Service

Strategic Plan 2019-2023 (version 2022)

Strengthening the region through the development of a sustainable, safe and supported local workforce. Growing our ability and capability to respond to local needs by delivering innovative self-sufficient services closer to home. We will respect, protect and promote human rights in our decision-making and actions.



Leading connected health care to achieve longer, healthier lives.

About us

Torres and Cape Hospital and Health Service (TCHHS) is the largest provider of public health care services across the most northern remote areas of Queensland.

TCHHS provides health services to a resident population of 26,966 with 67% identifying as Aboriginal and/or Torres Strait Islander. The range and type of services provided are defined in a formal Service Agreement with the Department of Health. Services are provided across 35 facilities (4 hospitals and 31 primary and community services) by more than 1000 staff.

Our purpose

Deliver high quality health services that maximise potential for wellness by:

- Ensuring seamless health care journeys.
- Embracing cultural diversity.
- Collaborating and connecting with communities and agencies.
- Enhancing the capability, safety and wellbeing of the workforce.
- Maximising the use of technology.
- Respecting, protecting, and promoting the rights and safety of all within Torres and Cape.
- Sustainable financial management.

Our opportunities

We are committed to identifying and responding to opportunities in:

- Closing the Gap.
- Preventative health care.
- Providing care closer to home.
- Partnering with agencies and communities.
- Maximising self-sufficiency in each facility.
- Digital transformation with improved data analytics.
- Training and education.

Our risks

We will achieve our strategic objectives by managing risks which impact our ability to:

- Provide safe and high quality health care.
- Deliver integrated and coordinated primary health care.
- Ensure adequate infrastructure, digital and other assets to deliver services.
- Attract and retain a skilled and competent workforce.
- Engage and communicate with community and staff to deliver changes required.

Our proactive opportunities to mitigate risk include:

- Continuous service improvements in alignment with safety and quality standards.
- Digital transformation including improved business intelligence and analytical capabilities.
- Growing our workforce through close links with our communities and education partners.
- Supporting the management of COVID-19.

Our Strategic Plan facilitates Queensland's Government objectives under the Unite and Recover - Queensland's Economic Recovery Plan by:

- Safeguarding our Health
- Supporting jobs
- Backing our frontline services
- Growing our regions

Unite & Recover

Our Organisational Values:

C.A.R.E - Care, Accountability, Respect, Engage



COURAGE



ACCOUNTABILITY



RESPECT



ENGAGE

OUR VALUES



COURAGE

Having courage captures the qualities of spirit and conduct.

- **By being courageous and striving for excellence:** this will ensure you, your colleagues and patients are always safely cared for.
- **By giving feedback:** we need you to be brave and express your opinions respectfully. It's vital that your opinions are heard.
- **By driving innovative ideas.**
- **By doing the right thing:** whether the road ahead looks easy or hard.



ACCOUNTABILITY

Having the ability to claim your actions as your own and discuss your reasons behind them.

- **By being accountable to yourself:** strive to be recognised as someone who is trustworthy – an individual that people can rely on.
- **By being accountable for your commitments:** value the importance of being reliable and trustworthy in the eyes of patients.
- **By being accountable to your communities:** embrace how people around you feel about you and respond to your actions.



RESPECT

Whilst having respect in TCHHS can be a feeling, we show respect through our actions and behaviours.

- **By being sensitive to the thoughts and feelings of others.**
- **By having integrity:** maintaining confidential information other people have shared with us.
- **By valuing others' differences:** when we express our opinions, we are aware that our approaches, ideas, and opinions may differ from other people.



ENGAGE

Having a positive connection to the workplace in which staff feel pride, satisfaction, recognition and support while at work and a belief that their work matters.

- **By working together:** different departments and employees from across locations can share skills and experience to deliver a service that otherwise would not be possible.
- **By continuously improving:** developing our knowledge and skills to grow and deliver excellent health care.
- **By supporting others in the workplace:** building a cohesive team encourages a sense of belonging for individuals.

MESSAGE FROM THE BOARD CHAIR



The Torres and Cape Hospital and Health Service works in a large and culturally diverse area. The communities we serve are unique in their identity and health care needs.

Our clinicians do more than just deliver health care; they work with the community and each other to constantly improve our health service.

Strong and positive engagement with our clinicians is vital to our organisation's success and our community's health.

The Clinician Engagement Strategy 2022-2024 defines how the Health Service engages with clinicians and provides the framework for improved collaboration and engagement over the next three years. It has been developed in collaboration with our Clinical Council and highlights the importance of using clinician-led structures at a local, state and national level.

Through the strategy, we will continue to build a strong engagement foundation for our clinicians and support them as we work together to provide the best possible care for our communities.

Elthies (Ella) Kris

Board Chair

MESSAGE FROM THE CHIEF EXECUTIVE



I am very pleased to present the Torres and Cape Hospital and Health Service Clinician Engagement Strategy 2022-2024 and would like to offer my sincere thanks to those that contributed to the development of this important document.

As you are very aware, closing the life expectancy gap for Aboriginal and Torres Strait Islander people who reside in our region is a key health focus for the organisation and staff in clinical roles of all disciplines are at the forefront

of this effort. The Clinician Engagement Strategy and associated Framework supports clinicians to remain well connected, not only with their colleagues across TCHHS but also those external clinical networks who support us in achieving our goals.

The Clinician Engagement Strategy is vital to the successful delivery of the Clinical Services Plan and is complimentary to other foundations of the organisation; the Health Equity Strategy, the TCHHS values and the development of Guiding Principles.

It is essential that this Strategy becomes a living, working guide that is supported through the layers of the organisation and underpins how we do business and with each priority embedded in our everyday working life.

Beverley Hamerton

Health Service Chief Executive

INTRODUCTION

The Torres and Cape Hospital and Health Service Clinician Engagement Strategy describes our commitment to ensuring clinicians are involved in the design, planning, decision making, and evaluation of health services. Valuing and respecting our clinicians through open dialogue and sound and consistent communication will enable us to build meaningful clinician engagement over time.

This Strategy aims to demonstrate our intent to hear clinician's voices and collaborate with all clinicians including our front-line health services including medical officers, nurses, midwives, allied health practitioners and indigenous health workers to provide better health care for our communities.

In alignment with the TCHHS Strategic Plan 2019-2023 service objective of 'an engaged, valued and skilled workforce, this Strategy aims to:

- ensure clinicians are engaged in the planning, implementation and evaluation of services
- build upon the previous Strategy to mature engagement processes and outcomes to improve clinician satisfaction and engagement outcomes
- provide a guide for all levels of staff and management in their interactions with clinicians
- promote positive engagement between clinicians and our community members and service partner groups.

DEFINING CLINICIAN ENGAGEMENT

Clinician engagement is the process to ensure clinicians are involved in the design, planning, decision making, and evaluation of health services.

A positive correlation in the relationship between staff engagement and clinical and organisational performance¹ is evident where clinical engagement is high, services become more efficient, and quality and safety outcomes improve².

Robust clinician engagement can result in:

- improved practices and quality at the micro (team) level
- improved practices and quality at the service system level
- better informed policy development
- support for effective policy implementation³.



1. Developing Collective Leadership for Health Care. The Kings Fund
2. Final Report Clinician Engagement in a brave new world. Western Australian Government 2016
3. Clinician engagement-scoping paper. C Jorm. 201

CURRENT CLINICIAN ENGAGEMENT GROUPS AND ACTIVITIES

TCHHS clinicians participate in statewide clinician engagement forums including the Queensland Clinical Senate and statewide Clinical Networks.

The Clinical Council

The Clinical Council exists to represent expert advice from practicing clinicians for the improvement of clinical services provided by the TCHHS to the Far North Queensland community. A practicing clinician is defined as a person whose role is patient focused, patient centred and makes decisions about patient care in their usual daily duties.

The Clinical Council strives to be the peak source of expert clinical knowledge by providing advice for evidence based, clinician driven, high value care to maximise the use of health resources in TCHHS.

In pursuit of its objectives, the Clinical Council is guided by the four core objectives identified in the TCHHS Strategic Plan 2019 –2023.

Excellence in health care

- Health care delivered by the right people with the right skills at the right place and the right time.

Advance health through strong partnerships

- Partner to leverage better health and wellbeing in our communities.

A safe, engaged, valued and skilled workforce

- Inspire a culture that values collaboration, challenges the norm and promotes a welcoming workplace.

A well governed organisation

- Efficient, productive, and proactive governance structures.

The Clinical Council is the major forum in TCHHS for clinician engagement. The Council will liaise with clinicians at all levels to ensure that the views and ideas of the clinician cohort are advocated to the Executive and Board.

Not all clinicians are managed by a clinical line manager. To ensure engagement is available to all clinicians, this Strategy recognises and values the importance of engagement with clinicians through clinician-led structures at local, state and national levels, and within horizontal/professional or multidisciplinary peer groupings.

Clinicians are engaged with peers and management through various clinical quality and safety committees providing topic-specific forums to support improvement in service quality and safety outcomes.



OBJECTIVES

TCHHS commits to the following objectives:

Clinician voices are heard and valued

Clinicians participate and contribute to organisational strategic and operational processes and are involved in influencing decision making through meaningful engagement processes.

Clinician ability to contribute to service improvements is enhanced

Clinicians inform service design and lead service improvement through evaluation and quality advances to deliver high-quality patient care.

Clinicians are better connected and supported

Clinical leaders are supported by wrap around services, and new leaders grown through innovative workforce design and clinician development programs.

Clinicians are supported to collaborate

Clinicians are engaged and enabled to have input into health care policy and reform at local, state and commonwealth levels.

IMPLEMENTATION

To achieve its objectives, TCHHS will utilise a model of clinician engagement adapted from the IAP2 Public Participation Spectrum (Table 3), with the range of actions increasing in participation from informing, to consulting, involvement, collaboration and empowerment.

The model determines the most appropriate level of engagement and consultation enablers required, and the expected outputs for each level of interaction.

Current TCHHS engagement activities with both clinicians and other staff are summarised in Table 2 on page 12.

Reporting progress

The Strategy will be evaluated annually and revised every three years. Progress of the Strategy will be monitored and reported via:

- a six monthly clinician survey focusing on engagement with feedback provided to the Clinical Council and other clinicians
- a six monthly progress report to be escalated to the TCHHS Executive and Board
- the TCHHS Annual Report.

Strategic review outcomes

Engagement with clinicians in the revision of this Strategy identified the following priority areas for improvement:

- Inclusion of dedicated time for meaningful engagement particularly for clinician representatives such as the Clinical Council membership.
- Improvements in the measuring and reporting of progress of engagement against the Strategy including six monthly surveys.
- Inclusion of cultural competency and cultural safety particularly in relation to engagement with First Nations clinicians.
- Mechanisms to escalate and address where it is considered that engagement was inadequate.

In addition to the above, the review has also matured some actions within the strategy to strengthen the engagement process.

This includes moving some actions from Inform to Involve and Collaborate as the recommended method. The outcomes above have been included in the revision and are illustrated in Table 1 (pages 10 & 11).

TABLE 1: THREE-YEAR ENGAGEMENT STRATEGY

Objectives		Inform	Consult
Individual level	<p>Clinicians are better connected and supported</p> <p>Clinical leaders are supported by wrap-around services, and new leaders grown through innovative workforce design and clinical development programs.</p>	<p>Inform staff of their rights and responsibilities</p> <p>Ensure access to policies, procedures, organisational plans, ICT systems and training materials</p> <p>Recognise and reward contributions clinicians make to the Health Service</p> <p>Communicate the clinician engagement strategy to staff and partner organisations</p>	<p>Consult with clinicians on ways to improve job satisfaction</p> <p>consult with clinicians on better ways to connect and support them through ICT led innovations</p>
Service Group / Work Unit Level	<p>Clinician's voices are heard and valued</p> <p>Clinicians participate and contribute to organisational, strategic and operational processes, and are involved in influencing decision making through meaningful engagement processes.</p>	<p>Ensure all clinicians have access and orientation to organisational values, purpose, visions and strategic plans</p> <p>Ensure access to policies, procedures and/or protocols for partnering with consumers, carers and partner organisations to better enable collaborative care</p> <p>Ensure staff have access to operational plans</p> <p>Conduct employee satisfaction surveys and inform staff of the results</p>	<p>Ensure clinicians take a lead role with consumers in decision making about care, including choice of provider, place of care or refusal of care as appropriate</p> <p>Develop innovative methods for the consultation of clinicians to provide feedback on policies, plans or programs</p> <p>Consult with clinicians on how best to measure, report and manage cultural safety for staff and consumers</p>
TCHHS Level	<p>Clinician's ability to contribute to service improvements is enhanced</p> <p>Clinicians inform service design and lead service improvement through evaluation and quality advances to deliver high-quality patient care.</p>	<p>Provide clinicians with access to information on organisational performance targets and results</p> <p>Ensure staff have access to policies and procedures on governance processes and decision making</p> <p>Provide access to the TCHHS Health Equity Strategy, and provide orientation to the monitoring and reporting of associated measures</p>	<p>Consult with clinicians in the development and provision of staff training</p> <p>facilitate clinician participation in continuous quality improvement activities by enabling non clinical time to participate in consultation</p>
System Level	<p>Clinicians are supported to collaborate</p> <p>Clinicians are engaged and enabled to have input into health care policy and reform at local, state and Commonwealth levels.</p>	<p>Inform staff of changes to service provision</p> <p>Support clinicians with appropriate training/ education to learn how better to engage with both internal and external stakeholders, including media training for senior clinicians</p>	<p>Facilitate clinician feedback on position papers, legislation, best practice, quality safety standards etc</p> <p>Clinicians are encouraged to undertake and are consulted on healthcare research opportunities</p> <p>Consult with clinicians on the development and implementation of the Health Equity Strategy</p>

Involve	Collaborate	Empower
<p>Clinicians are able to maintain their skills by providing relevant education opportunities and placement support</p> <p>Involve staff in decision making that will directly impact on their ability to meet the requirements of their role</p> <p>Ensure staff participate in the performance and development plan process</p> <p>Involve clinicians in the development and review of the Clinician Engagement Strategy</p>	<p>Ensure mechanisms exist to encourage individual staff to raise clinical and professional issues as they see fit and to collaborate on solutions, or recommendations to address them</p> <p>Ensure clinicians are involved in the recruitment of clinical and key non-clinical positions</p> <p>Work with front line clinicians to better understand and meet their digital support requirements</p> <p>Facilitate clinicians to develop leadership, empowered, alignment, development (LEAD) skills and knowledge by providing leadership opportunities</p>	<p>Enable transparent recruitment and empower clinicians in the recruitment of clinical staff</p> <p>Clinicians are empowered to report any risks to cultural safety and any instance of discrimination in their workplace</p>
<p>Involve staff in the design, planning and delivery of care</p> <p>Include clinicians in the development and review phases of strategic and operational planning</p> <p>Actively involve staff in the development of policies, procedures, plans and programs</p> <p>Ensure clinicians have access to outcomes of employee satisfaction surveys and any resulting action plans</p>	<p>Facilitate clinician involvement in designing, planning and delivering care that is collaborative and clinician led</p> <p>Ensure clinical projects and initiatives are clinician led and supported by appropriate non-clinical project management resources</p> <p>Ensure front line clinicians who participate in governance, clinical committees are released from clinical time to enable true collaboration</p> <p>Ensure clinicians have opportunity to collaborate on HHS digital innovations</p>	<p>Clinicians are empowered in local facility committees, groups and meetings by ensuring they chair clinical meetings as appropriate</p> <p>Empower senior clinicians including facility managers (nursing and medical directors) to lead decision making regarding service design, planning and delivery.</p> <p>Ensure clinicians are represented on the Board and at Executive level in the organisation</p>
<p>Involve staff in planning with partner organisations to ensure collaborative care</p> <p>Involve clinicians in service change in response to the implementation of the Health Equity Strategy</p>	<p>Collaborate with the Clinical Council in the review of performance and service reviews</p> <p>Introduce clinical review of all business cases and investment committee proposals</p> <p>Involve clinicians from TCHHS and partner organisations in decisions about service planning and provision</p>	<p>Support representation on the Queensland Clinical Senate</p> <p>Empower clinicians to inform the HHS's priorities and investment strategy to ensure alignment with clinical priorities</p> <p>Include clinical representation on decision groups for selection and distribution of equipment and supplies, including digital technologies</p>
<p>Enable clinicians to contribute to the development and review of legislation, quality and safety standards, and registration and credentialing requirements etc</p> <p>Mentor senior clinicians in engagement skills/ processes necessary for executive and senior management career pathways</p>	<p>Enable clinician collaboration in local, state and commonwealth policy and planning processes</p> <p>Provide administration support to release and maximise clinician time given to the Clinical Council and other clinical engagement forums</p> <p>Resource the Clinical Council to lead formation of clinical advisory, evaluation groups to focus on improving service performance</p>	<p>Support clinicians to represent TCHHS or specialist clinical areas at local, state and commonwealth forums</p> <p>Support clinicians to represent TCHHS in research collaborations to improve health outcomes</p>

TABLE 2: CONSULTATION METHODS

Type of Engagement	Activities
Inform	Orientation and induction material / presentations
	Online education and learning materials
	Facebook
	Media Releases
	Publications / information material
	Staff Newsletters
	TCHHS facilitated events
	TCHHS website information
Consult	Survey feedback / consultation sessions on TCHHS planned documents
	Working groups
	Staff satisfaction surveys
	Union briefings
Involve	TCHHS meetings
	TCHHS facilitated events
	Interagency meetings
	Issue reporting online
Collaborate	TCHHS advisory groups
	TCHHS committees
	Clinical Council
	TCHHS representation on the state-wide Clinical Senate and clinical networks
Empower	Clinical streams representation in the TCHHS Executive membership

TABLE 3: ENGAGEMENT FRAMEWORK

				Collaborate	Empower
	Inform	Consult	Involve		
Point of influence - participation goal	Provide stakeholders with balanced and objective information to assist them in understanding the problems, alternatives and opportunities	To obtain stakeholder feedback on analysis, alternatives and/or decisions	To work directly with stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered	To partner in each aspect of the decision including the development of alternatives and identification of the preferred solution	To place final decision making in the hands of stakeholders
How to engage	We will keep you informed	We will keep you informed, listen and acknowledge concerns and provide feedback on how stakeholder input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives / options developed and provide feedback on your input	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible	We will implement what you decide
Expected outputs / enabler process	<ul style="list-style-type: none"> Internet Displays Media releases Education programs Forums Care plans and case management 	<ul style="list-style-type: none"> Focus groups Surveys Public meetings Patient safety rounds Online surveys 	<ul style="list-style-type: none"> Workshops Conferences Working parties 	<ul style="list-style-type: none"> Advisory committees Stakeholder reference groups 	<ul style="list-style-type: none"> Steering committees Boards Executive committees



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