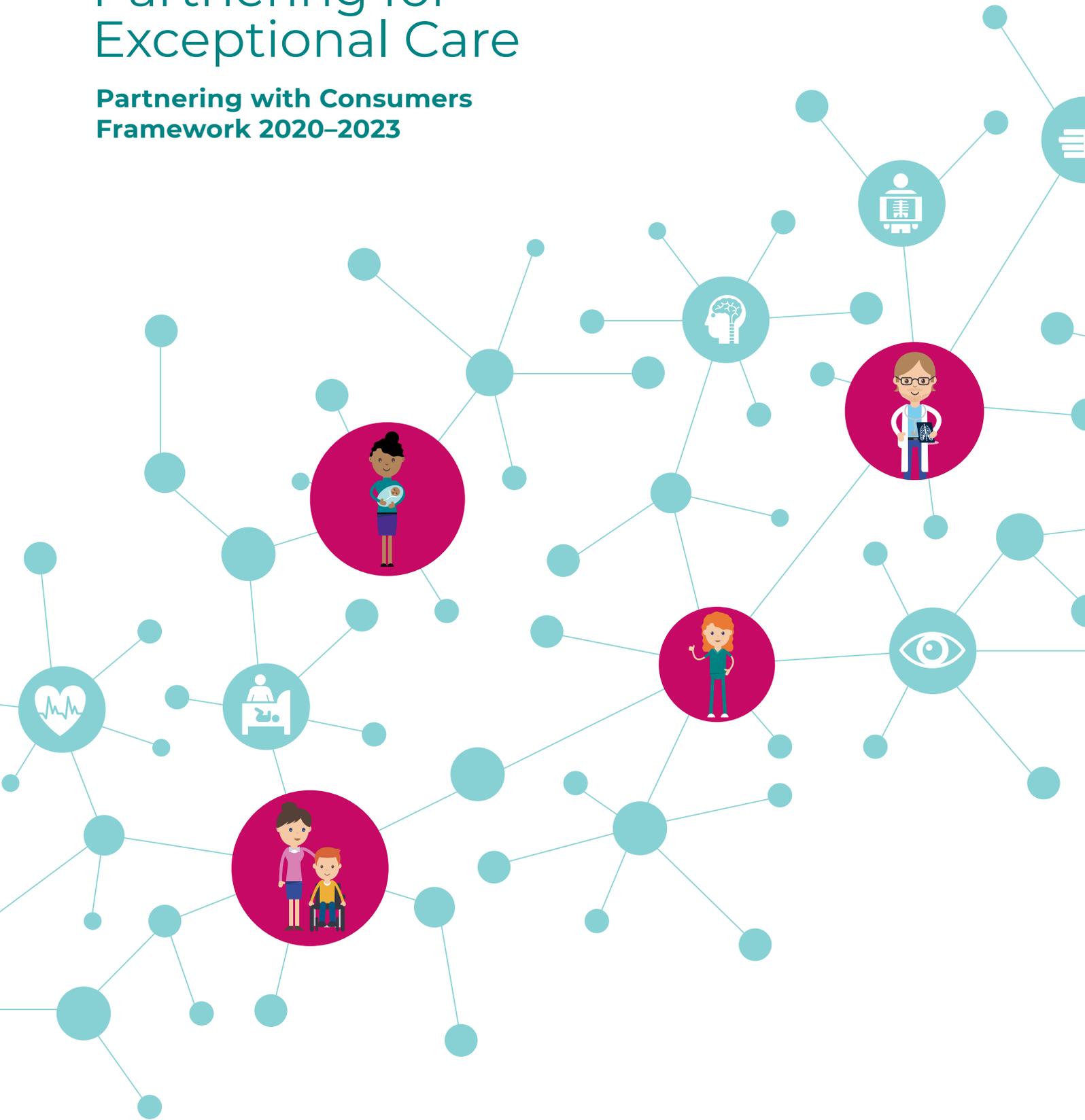


Canberra Health Services

Partnering for Exceptional Care

Partnering with Consumers
Framework 2020–2023



Canberra Health
Services

canberrahealthservices.act.gov.au

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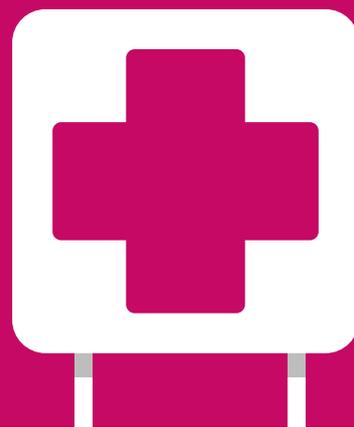
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Version 2 – Amended to reflect CHS Governance Committee Review

Version 1 – Endorsed by Canberra Health Services Governance Committee on 15 October 2020

To be reviewed in July 2023

Partnering for exceptional care.



Canberra Health Services



Why?

Canberra Health Services (CHS) exists to provide health care. At CHS, we want the health care we provide to be exceptional and we recognise that partnering with the consumers and carers who use our service improves their experience of care, and the safety and quality of our services. Every member of our CHS team has a role to play in providing exceptional care to our consumers.

Our Vision is 'creating exceptional health care together'.

This means:

Together we are a caring team.

We will be successful when:

- people say, every day, 'I trust you to look after me when I am at my most vulnerable'
- carers and family members say, every day, 'I feel safe to leave my loved one in your care'
- staff and health care partners say, every day, 'I have pride in my work, and I want to help us all improve'.

We celebrate our successes as one community and we create a world where people flourish in their best health.

This is our promise to each other, our consumers, their families and carers and our community.

To achieve this vision, we need to have a shared understanding of what exceptional care looks like for our consumers, their families and carers, our community and each of us. We need to translate this into our everyday actions.

To receive exceptional care, it is important to our consumers and carers that their care is:



Personal

I am seen and treated as a respected person



Effective

My care helps me meet my goals



Connected and accessible

Everyone is on the same page about my care



Safe

I feel safe



Well-led

I have confidence and trust in those caring for me

Our Partnering with Consumers Framework

Partnering with our consumers and carers is one of our foundations for exceptional care. It is vital to ensuring that all team members form strong partnerships with the people who access our services. It supports a person-centred approach to individual care experiences and how we deliver care across our service. When we work alongside our consumers and carers and listen and learn from their experience, we can truly appreciate a different and important dimension to what constitutes safe and quality care. This is essential to us achieving our vision of 'creating exceptional health care together'.

This framework describes how we deliver exceptional care in partnership. It describes how we develop, implement and maintain our systems to partner with consumers and their carers. These partnerships are critically important in the planning, design, delivery, measurement and evaluation of our care.

The framework also clearly defines our team members' roles and responsibilities for partnering with consumers and carers, every day, every time. It describes our approach to partnerships when consumers and carers are accessing our health services, as well as our service and system partnerships.

The framework describes:

- **'why'** partnering with consumers and carers is vital to achieving our vision of creating exceptional health care together
- **'what'** our commitment to partnering with consumers and carers means
- **'how'** we partner with consumers and carers in their care, and at all levels of our organisation
- **'who'** plays a critical role and what our responsibilities are in ensuring effective partnerships with our consumers and carers.



What?

Our partnering with consumers goal

Our goal is: 'exceptional consumer experience through partnership'

We will achieve our goal by ensuring:

- consumers and carers are supported to partner with our health service to the extent they choose, in the way that best suits them
- consumer and carer partnerships are integrated into existing governance processes, business plans and our day-to-day care delivery
- team members ask consumers and carers 'what matters to you?' and tailor care delivery and information sharing to meet the individual's needs
- we work with consumer and carer organisations in the planning, design, delivery, monitoring and evaluation of our services.

Our partnering with consumers principles

Clear principles provide a shared understanding of our approach and what is required from all team members for effective partnerships with consumers and carers in line with our organisational values.

Consumer and carer perspectives bring different and important dimensions to what constitutes safe and quality health care. It is through partnering with consumers and carers, and listening to and learning from them, that it is possible for health services to deliver quality, safe health care.

These guiding principles have been developed in collaboration with our consumer and carer organisations and underpin this Partnering with Consumers Framework.



Principle	Description
Partnerships at all levels are highly valued.	➤ We involve consumers and carers in health care planning and decision making at all levels, from individual care through to service level and organisational governance.
We recognise and value the rights of our consumers.	➤ We recognise that health care consumers and carers have a right to have a say in the way their health care is shaped and offered, and we provide support so that they can do so.
Training to effectively partner is critical.	➤ We resource and support training for staff in the principles and practices of effective consumer participation. We encourage innovation in partnerships between the service and consumers and carers.
We recognise the diversity of our community as valuable.	➤ We seek consumer and carer participation that reflects the diverse communities within the ACT and surrounding region, and the diversity of their health care needs.
Trauma informed approaches enhance the way we partner.	➤ We take a trauma informed approach to delivery of care, which acknowledges that trauma is pervasive, and will shape the way consumers partner in their own care and interact with the health service. A trauma informed approach is one that supports safety, trustworthiness, choice, collaboration and empowerment.
We value the lived experience of our consumers.	➤ We recognise that the lived experience of consumers and carers is a valid and essential source of knowledge in health care planning.
Consumer participation is inclusive of carers and families.	➤ We acknowledge that consumer participation means the participation of health care consumers, their carers and families (as defined by the person) in health care planning and decision making.
Clarity of roles underpin our partnerships.	➤ We ensure that the participation process is transparent, participants understand how their input will be used, the limits of this influence and the outcome of their input—that is, how it influenced a decision, action, policy or research outcome.
We seek to partner in a variety of ways adapted to maximise consumer input.	➤ We recognise there is a spectrum of consumer and carer participation mechanisms, which allow consumers and carers to have different levels of input and influence, and that these mechanisms evolve. We involve consumers and carers in ways that allow genuine consumer-centered change and influence to occur.
We recognise the value of a variety of consumer groups to our partnerships.	➤ We actively build relationships with non-government consumer and community organisations, which represent the interests of different community cohorts. We seek advice from them as to the requirements and mechanisms for consumer and carers input. Partnership with these groups ensures that the consumer and carers voice is respected and authentically represented.

How?

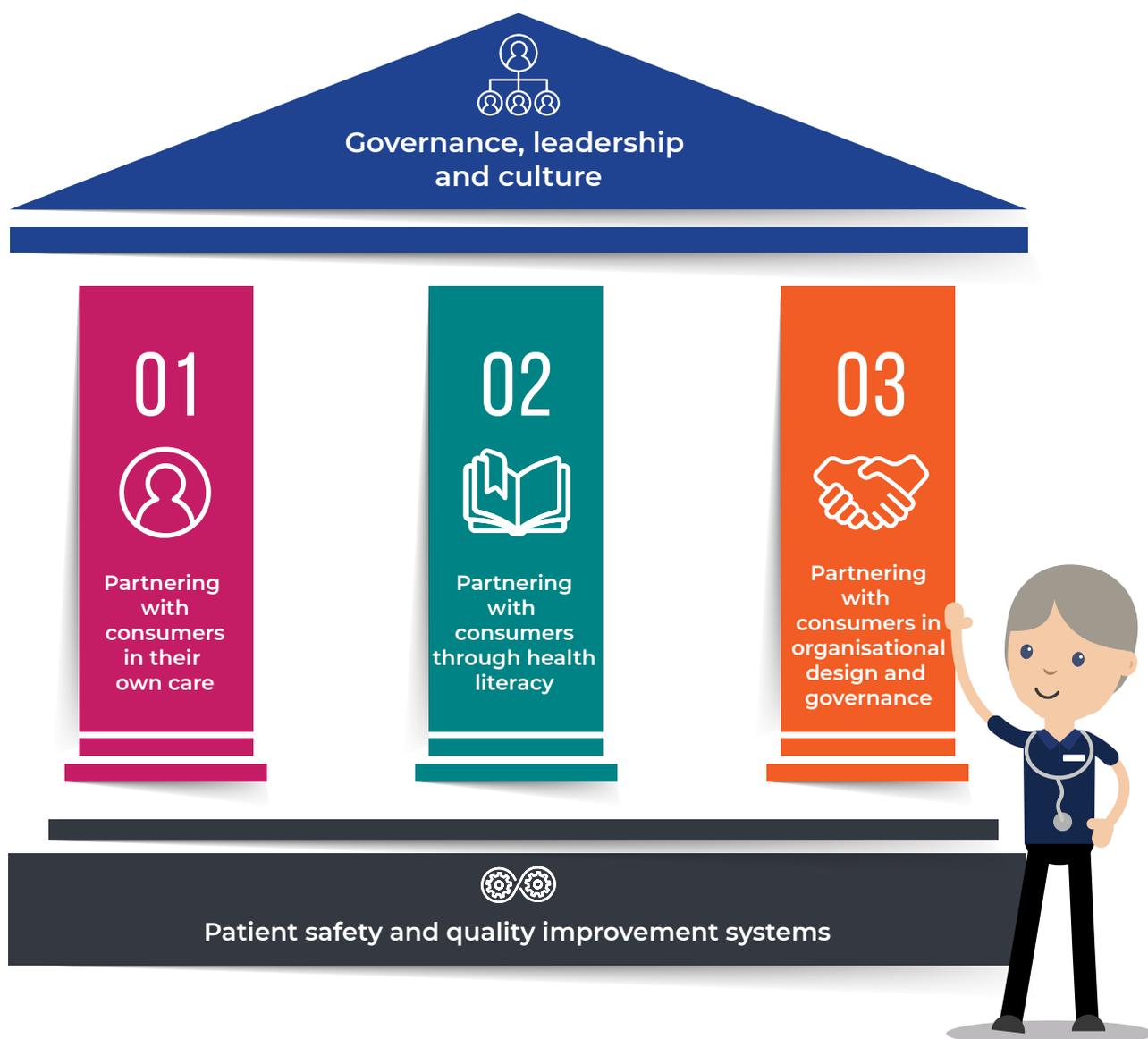
Our foundations of partnering with consumers

CHS' Partnering with Consumers Framework is supported by three pillars:

- partnering with consumers in their own care
- partnering with consumers through health literacy
- partnering with consumers in organisational design and governance.

These foundations are supported by two key clinical governance pillars in our CHS Clinical Governance Framework:

- governance, leadership and culture
- patient safety and quality improvement systems.





Partnering with consumers in their own care

Exceptional care is personal

Shared decisions and planning care

We are committed to a person-centred approach at all levels of the organisation. This includes a focus on shared decision making and planning to ensure that consumers are at the centre of, and involved in, their own care. The key components which CHS ensures are in place to enable consumer and carers involvement in decision making about their own care are outlined below.

Consumer rights

Our team members ensure consumers are provided with information about their health care rights. Our systems and processes embed these rights in all decision-making processes.

We uphold three key charters, which form the basis for our consumer and carer partnerships:

- Australian Charter of Healthcare Rights
- Charter of Children and Young People's Rights in Healthcare Services in Australia
- ACT Charter of Rights for People who experience mental health issues.

Consent processes

Our team members ensure that consumers and carers are involved in appropriate informed consent processes.

Decision making capacity

In providing care, our team members identify any patients who do not have the capacity to make decisions about their own care. Systems are put in place so they are supported to make decisions, or if required, an agreed substitute decision maker is involved in decision making, including informed consent.

Decision making and planning

We are focused on ensuring that consumers receive safe and high quality care through involvement in decisions about their current and future care. This involves clear communication and setting goals with consumers, their carers and families.

Consumer and clinician partnerships

Our clinicians work with consumers to enable them to be partners in their own care. Our managers, senior clinicians and executive ensure that our clinicians are educated and trained to develop the necessary skills to ensure consumers are actively involved in their own care and we partner with their carers.



Partnering with consumers through health literacy

Exceptional care is clear and easily understood

Communication that supports effective partnerships

We are committed to ensuring that our consumers and carers understand information about their health and health care. Consumers are supported to apply this information to their lives and use it to make decisions about their current and future care.

Our approach focuses on individual health literacy for our consumers and carers. It includes a focus on our consumers' skills, knowledge, motivation and capacity to access, understand and apply health information. This enables consumers to make effective decisions about their health and health care.

We also focus on the health literacy environment that is created by the infrastructure, policies, processes and materials, people and relationships that make up our health care system. These components of the health literacy environment enable our consumers and carers to gain access to and understand health-related information and services.

The key components that we ensure are in place to support both individual health literacy and the environment for health literacy are detailed below.

Communication for diversity

We ensure that our consumers and carers receive the information they need in a way that is appropriate for them and reflects the diversity of our community.

Consumers developing information

We involve our consumers and carers in the development of information about health and our health services so that it is easy to understand and act on.

Consumers receiving information

We ensure that our systems and processes are easy to use and support consumers to receive the information they need to get the best health outcomes. The information is easy to understand and act on.



Partnering with consumers through organisational design and governance

Exceptional care is well-led and designed in partnership with consumers and carers

Governance planning, design, measurement and evaluation through partnership

We value and support consumers and carers to help shape the way our services operate. This is done by facilitating consumer and carer input at all levels of the organisation. This includes at the highest level of governance (CHS Governance Committee), on quality and safety committees, reference groups and in infrastructure design and redevelopment. This enables us to achieve mutually beneficial outcomes for both the consumer and health service.

It is important that consumers and carers who help shape our services are reflective of the diversity of our local community and the people who use our services.

The key components we ensure are in place to support partnerships with consumers and carers in governance planning, design, measurement and evaluation are detailed below.

Consumer orientation, support and education

We support our consumers and carers to develop the skills and knowledge needed to contribute effectively to partner in organisational and service design and governance. We value and respect consumer and carer input and this gives consumers and carers the best opportunity to contribute meaningfully and effectively to our health service.

Partnership with Aboriginal and Torres Strait Islander peoples

We are committed to ensuring that Aboriginal and Torres Strait Islander members of our community receive the health care that meets their needs. We do this through respectful relationships and by creating culturally safe environments. We support the Aboriginal and Torres Strait Islander Consumer Reference Group and Steering Committee to drive meaningful change. We adapt our consumer and carer education and orientation processes to meet the needs of our Aboriginal and Torres Strait Islander consumers and carers and to ensure they are well supported to contribute.

Consumers training our workforce

Our approach to partnering with consumers and carers ensures that our workforce has an understanding of health care from the consumer and carer perspective and the value that consumers and carers bring to organisational design and governance. We do this by working in partnership with consumers and carers to incorporate their views and experiences into the training and education of our workforce.





Supporting clinical governance pillars

Exceptional care is well-led, safe and continually improving

We demonstrate our commitment to partnering with consumers and carers through the development of governance systems that empower consumers and carers, and contribute to improvements in our services and health outcomes. These governance systems are developed at multiple levels across the organisation with the engagement and input of consumers and carers.

The key components of the supporting clinical governance pillars that are integrated in our approach to partnering with consumers and carers are detailed below.

Integrating clinical governance

Our CHS Clinical Governance Framework defines the systems and processes that support our approach to ensuring the quality and safety of our care. These quality and safety systems inform and support:

- our policies and procedures for partnering with consumers
- our approach to managing risks associated with partnering consumers
- our education and training requirements for partnering with consumers.

Our safety and quality systems support clinicians to partner with consumers at every interaction.

Quality improvement systems

Safety and quality systems are integrated with governance processes to actively manage and improve health outcomes for consumers. Safety and quality systems are also embedded within a system of measurement and continuous improvement and innovation. This ensures we know how we are performing and can track our improvement progress.

We apply these safety and quality systems to:

- monitor processes for partnering with consumers
- implement strategies to improve processes for partnering with consumers
- report on partnering with consumers.

Our quality and safety systems enhance our ability to listen to consumers and carers through feedback, surveys and patient stories that identify what we are doing well, and what we can improve. We invite recent users of the health service, as consumer and carer representatives, to join committees and working groups, or to advise on particular projects. We partner with consumer and carer advocacy organisations and volunteers to improve experiences, services and, ultimately, health outcomes for the consumers and carers who are accessing our services.

Putting it all together

Our frameworks articulate our approach to key elements of exceptional care for all team members and all parts of our organisation. They ensure strong governance and integrate and support our approach to partnering with consumers. We share our frameworks with our community.

Structure and frameworks



- › **Exceptional Care Framework**
- › **Clinical Governance Framework**
- › **Partnering with Consumers Framework**
- › **Whole of Government Communications and Engagement Plan**

Our plans articulate our organisational priorities and align our strategy, corporate goals and operational improvement focus. This ensures that our safety and quality priorities are clearly identified and developed in consultation with consumers, carers and community partners. The way we plan and articulate policies helps to coordinate and implement systems of care. It helps us analyse and improve services to establish and maintain organisational performance and accountability at all levels of the organisation.

Systems and plans

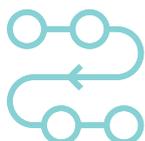


- › **Strategic Plan**
- › **Corporate Plan**
- › **Divisional plans**
- › **Consumer Feedback Management Policy**
- › **Partnering with Consumers Policy**
- › **Consumer Privacy Policy**
- › **Information Privacy Policy**
- › **Advance Care Planning Program**



Our processes are a critical part of our approach to partnering with consumers and carers. They ensure the way we provide our services supports the quality and safety of our care. Our processes are designed with consumers and carers, our workforce and community to ensure consumers are involved in decision making at the point of care and across all levels of the organisation.

Processes



- > **Exceptional Care Conversations**
- > **First Impressions Program**
- > **Informed Consent (Clinical) Policy**
- > **Australian Charter of Healthcare Rights (2019)**
- > **Person Centred Toolkit**
- > **C.A.R.E Program**
- > **Cultural Awareness training**

Monitoring and review is a critical part of our Partnering with Consumers Framework. It supports our ability to measure and report on the quality and safety of our care, as well as the engagement and involvement of consumers and carers. Our approach to monitoring and review is defined and articulated in our CHS Performance Reporting and Monitoring Framework. It defines how we understand the consumer experience, the level to which consumers are involved in their individual care, and how this shapes and guides development of our organisation at all levels.

Monitoring and review



- > **Consumer feedback monitoring**
- > **Patient survey**
- > **Patient story**
- > **Timely care measures**





Measuring our progress

The key goal of our Partnering with Consumers Framework is:

Exceptional consumer experience through partnership

Measuring our approach is critical to understanding if we are achieving our goal.

The quality of the engagement process is measured to ensure we improve our partnerships with consumers and carers to deliver exceptional care every day. Measurement to enable the evaluation and monitoring of our consumer and carers partnerships is done through a variety of ways. This includes collecting and reporting both retrospective and real time information, using qualitative and quantitative approaches, and subjective and objective data.

Measurement for improvement requires a culture of continuous improvement. It needs to be focused on measuring patient outcomes, experiences and engagement.



At the individual care level

We monitor our progress by collecting real time feedback from consumers and carers in order to answer these questions:

1. do consumers feel that our team members understand and respect the consumer and carer perspective and situation?
2. do consumers and carers feel that the care delivered and services achieve what they are designed to?
3. do consumers and carers feel part of the team that plans and coordinates their care?
4. how do experiences of partnership correlate with outcomes?

The outcomes we are seeking include:

- 'my views and concerns are listened to'
- 'my individual needs were met'
- 'I was involved as much as I wanted in making decisions about my treatment and care'
- 'the staff involved in my care communicated with each other about my treatment'
- 'I was kept informed as much as I wanted about my treatment and care.'



At the service and system level

We monitor our progress by seeking feedback from consumer and carer representatives to answer these questions:

1. do consumers and carers feel that they are respected and listened to?
2. do consumers and carers feel that their contribution has been meaningful?
3. do consumers and carers feel their contribution has made a difference for future consumers accessing our services?

4. what has improved as a result of consumer and carer input?

5. what is the involvement, experience and outcomes of consumer and carer organisations in partnering with chs?

This Framework is reviewed every three years. Annual maturity self-assessments are completed, and action plans are developed to ensure we are continually improving how this framework is embedded across the organisation.

Who?

Your role – partnering with consumers

To feel respected, valued, listened to and included in my care...

It is important that I am supported to:

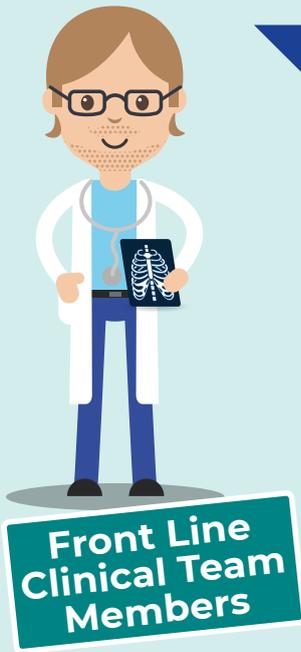
- share information about my/my loved ones' condition
- participate in decision making about my/my loved ones' care as much as I wish
- speak up for my own safety
- participate in agreed care and treatment
- contribute to service improvement by providing input and feedback
- provide feedback to the health service organisation or clinicians about care experiences.

To feel respected, valued and listened to in partnering in organisational and service design and governance...

It is important that I am supported to participate in:

- the governance of the organisation
- the development and review of health information for consumers
- the development and design of programs and services
- training the workforce.





To support partnering with consumers and carers...

It is important that:

- I work with my peers, managers, consumers and carers to ensure a high-quality consumer experience
- I ensure consumers and carers receive high quality, easy to understand information about their health and health care
- I ensure consumers know what their health care rights are and that these rights are respected
- I ensure feedback on individual experiences of the health services are sought, shared, actions are taken to address the feedback and the information is used to inform improvements
- I understand the evidence on consumer and carers partnerships and its impact on consumer outcomes
- I understand how health literacy affects the way a consumer gains access to, understands and uses health information, and tailor my approach in response
- I work with consumers and carers to ensure that systems of care are designed to encourage consumer participation in decision-making
- I involve consumers and carers in decision making about care.

To support partnering with consumers and carers...

It is important that:

- I work with my peers, managers, consumers and carers to ensure a high-quality consumer experience
- I ensure consumers and carers receive high quality, easy to understand information about their health and health care
- I ensure feedback on individual experiences of the health services are sought, shared, actions are taken to address the feedback and the information is used to inform improvements
- I understand the evidence on consumer and carers partnerships and its impact on consumer outcomes
- I understand how health literacy affects the way a consumer gains access to, understands and uses health information, and tailor my approach in response
- I work with consumers and carers to ensure that systems of care are designed to encourage consumer participation in decision-making.





To lead and govern partnerships with consumers and carers...

It is important that:

- I ensure I know what the consumer and carer experience is like in my area
- I ensure staff in my teams know how to partner with consumers and carers
- I maintain curiosity about the consumer and carer experience at point of care and seek to understand it in depth
- I use the information gained to inform improvements
- I understand the barriers for patients and consumers to understand and use health services
- I develop strategies to improve the health literacy environment of the organisation
- I collect and review patient experience information as part of quality improvement processes
- I ensure there are opportunities for consumer and carer involvement in relevant operational committees
- I provide enough information to ensure consumer and carer representatives can participate in informed decision making
- I hold the consumer and carer and their views and needs at the centre of all decision making at an individual and system level.

To lead and govern partnerships with consumers and carers...

It is important that:

- I ensure I know what the consumer and carer experience is like across the organisation
- I maintain curiosity about the consumer experience at point of care and seek to understand it in depth
- I use the information gained to inform improvements
- I resource my teams to ensure meaningful partnerships are developed
- I show leadership and commitment to partnerships with consumers and carers
- I ensure high-level policies and procedures support partnerships with consumers
- I ensure the organisation has effective systems for consumer complaints and open disclosure, and monitors performance of these systems
- I ensure opportunities for, and support consumer and carer involvement in, governance committees
- I provide enough information to ensure consumer and carer representatives can participate in informed decision making
- I ensure the voice of consumers and carers are respected across the organisation
- I ensure that organisational systems support consumer and carer participation in decision-making
- I support systems which provide information to consumers and carers in different ways to meet diverse communication needs.



Acknowledgement of Country



Canberra Health Services acknowledges the Traditional Custodians of the land, the Ngunnawal people. Canberra Health Services respects their continuing culture and connections to the land and the unique contributions they make to the life of this area. Canberra Health Services also acknowledges and welcomes Aboriginal and/or Torres Strait Islander peoples who are part of the community we serve.

