

Clinician Engagement Strategy



This strategy underpinned by the *Darling Downs Health Strategic Plan 2016-2020* and the consumer engagement and value-based healthcare 2020-2024 strategies will give clinicians a voice in the planning, implementation and review of our services.

As an organisation we are focussed on high-value, safe, reliable health care. In order to continue providing the best possible care to our communities, our clinicians must be engaged and empowered.

Our Vision

An engaged clinical workforce delivering high-value, patient-centred care.



Our Aims

- » The health needs of our community are met, and we consistently look to evolve our health services to meet their needs
- » Our clinical workforce has collective ownership of driving change and making decisions for improvements to the health care of the Darling Downs region
- » Build the capacity of our workforce to develop the knowledge, skills, and resources to drive performance improvement
- » Build a culture of safety, reliability, feedback, and compassionate culturally-appropriate care with clinicians at the forefront
- » Make stronger workforce connections to build our reputation of rural clinical excellence
- » Timely, open, two-way communication that engages the clinical workforce to proactively improve and provide feedback on services
- » Strengthen collaboration between different levels of health, government and non-government agencies that contribute to the health and social outcomes of our communities.



Engagement Matrix

The International Association for Public Participation (IAP2) provides a best practice matrix for the purpose, methods, and outputs for different levels of clinician engagement.

Levels of Engagement

Individual: strengthens individual clinician participation and accountability in all Darling Downs Health strategic, operational, managerial and clinical decision-making processes.

Service Group/Work Unit: partnering with clinicians for service planning, delivery, evaluation, and improvement. Ensuring services are clinician-led and collaboratively delivered.

Organisational: supports how Darling Downs Health will engage with the workforce to plan and design safe, high-quality, high-value and effective care. This is achieved through clinician contribution to Darling Downs Health strategic planning, operational action, and governance processes.

System: Focuses on how clinicians contribute to and influence health policy, reform and legislation and the availability of clinical best practice evidence at local, state, Commonwealth and international levels.



Our Objectives

- » Develop channels that seek and incorporate clinician feedback into Darling Downs Health processes and decision-making
- » Build the management and leadership capacity of clinical managers and non-managers to effectively manage the constantly changing health landscape
- » Create capacity and build on the capability of clinicians with structured knowledge-sharing, professional development and innovation to improve quality of care
- » Involve clinicians in decision-making, setting priorities, and embedding a safety and quality culture through meaningful engagement at local, state, Commonwealth and international levels.

Types of Engagement

Inform: provide clinicians with balanced and objective information to assist in understanding the problems, alternatives, opportunities, and solutions.

Consult: obtain clinician feedback on analysis, alternatives and decisions.

Involve: work directly with clinicians to ensure that concerns and aspirations are consistently understood and considered.

Collaborate: partner in each aspect of decision making including the development of alternatives and identification of the preferred solution.

Empower: place final decision-making in the hands of clinicians.

Clinician Engagement Strategy

	Inform	Consult	Involve	Collaborate	Empower	Measuring our Performance
Individual	<ul style="list-style-type: none"> » Timely, relevant orientation, mandatory training, and professional development is available to clinicians. » Relevant policies, procedures, organisational plans, and training materials are easily accessible to clinical staff. » Clinicians are informed of their responsibilities and accountabilities in participating in high-quality clinical care decision making. 	<ul style="list-style-type: none"> » A diverse range of feedback opportunities are available to clinicians. » Clinicians are offered the opportunity to contribute to the development of strategic plans and policies. 	<ul style="list-style-type: none"> » Clinicians are actively engaged in reviewing service data including client and patient feedback as well as workforce culture survey outcomes. » Clinical training is aligned to service and specialty areas and delivered with recognised qualified, clinically-recognised organisations and professionals. » Clinicians are represented on key groups and forums within Darling Downs Health. 	<ul style="list-style-type: none"> » Darling Downs Health committees, forums, and working groups include clinician representation. » Clinicians are included in the development of solutions and action plans in response to staff and consumer feedback. » Clinicians collaboratively work to develop required processes and procedures to support service delivery. 	<ul style="list-style-type: none"> » Clinicians are encouraged to identify and share innovative ideas and solutions. » Identified issues are addressed and solutions implemented through a co-design approach where practicable. » Clinicians share responsibility for the implementation of solutions and action plans, including monitoring of outcomes. 	<ul style="list-style-type: none"> » 85% of clinicians have completed all mandatory training requirements, including Performance Appraisals. » 100% of committees, forums and groups include clinician membership. » 'Bright Ideas' for improving clinical processes are from clinical staff. » Encourage participation and use of the Leadership Capability Framework.
Service Group/Work Unit	<ul style="list-style-type: none"> » Policies, procedures, and protocols are developed to partner with stakeholders in collaborative approaches to planning and delivery of care. » Clinicians are supported to access service unit level meetings or receive documented summaries. » Using a variety of channels, clinicians are kept informed of key initiatives, decisions, plans and programs relevant to their work unit. 	<ul style="list-style-type: none"> » A range of processes exist for obtaining feedback on service delivery and improvement opportunities including Executive and senior manager rounding. » Clinicians are supported to provide feedback for consideration in unit level meetings. 	<ul style="list-style-type: none"> » Clinicians are involved in service design, planning, and review of processes at all levels within Darling Downs Health. » Clinicians are encouraged and supported to identify and implement quality improvement activities and initiatives. » Clinicians are included in the development of operational plans for the work unit. 	<ul style="list-style-type: none"> » Clinicians are partners in decision making for service and work unit issues. » Clinicians are engaged to collaboratively generate and implement solutions to operational service delivery challenges. » Professional support is provided with supervision, mentoring, preceptorship, and rounding opportunities. 	<ul style="list-style-type: none"> » Local facility committees, groups, and meetings are clinician-led. » Decision making regarding service design, planning and delivery is led by recognised clinical leaders. » Clinical managers are accountable for service management, evaluation, and continuous improvement. 	<ul style="list-style-type: none"> » Published policies and strategies have clinician engagement principles integrated in their content and development. » Work unit meeting documentation reflects clinician involvement in problem solving and decision making.
Organisational	<ul style="list-style-type: none"> » Key information and decisions from Board and Executive meetings are shared with clinicians » The organisational values, purpose, vision, relevant plans and strategies are accessible and communicated. » Darling Downs Health organisational and governance structures including identification of key personnel, roles and responsibilities are accessible and communicated. » Using a variety of channels, clinicians are kept informed of key organisation-wide initiatives, decisions, plans and programs. 	<ul style="list-style-type: none"> » Clinician advice is sought for organisational plans, targets, expectations, requirements and performance. » Opportunities are made available for peer recognition of the contribution of clinicians to Darling Downs Health organisational improvements including patient care models. » Clinician feedback regarding organisational culture, performance, and satisfaction is monitored and recorded. 	<ul style="list-style-type: none"> » Clinician expertise is used in training needs identification, program development, and delivery of training programs. » Organisational clinical governance activities are conducted in response to clinician concerns and with clinician involvement. » Clinical staff are involved in planning with partner organisations for collaborative approaches to care delivery. » Clinicians are involved in decision-making that directly impacts their role. 	<ul style="list-style-type: none"> » Clinicians from Darling Downs Health and partner organisations are involved in decisions about cross-agency service planning and provision. » Recruitment processes require clinician involvement in the recruitment and selection of clinical as well as key non-clinical positions. » Clinicians contribute to the development of Darling Downs Health operational and strategic plans, models of care, strategies, and frameworks. 	<ul style="list-style-type: none"> » Clinical projects and initiatives are clinician-led. » Systems exist to encourage and respond to clinician innovation. » Clinicians are represented on Darling Downs Health Strategic and Operational Governance structures. » Clinicians from partner organisations are represented on relevant planning groups and meetings. 	<ul style="list-style-type: none"> » The following information is published and maintained on QHEPS: <ul style="list-style-type: none"> - Board and Executive meeting summaries - Darling Downs Health vision and values - Strategic Plan and divisional operational plans - Darling Downs Health governance frameworks and processes. » A BPA Staff Culture Survey outcome of a culture of success for clinician engagement. » A commitment to recruitment processes with clinician panel membership.
System	<ul style="list-style-type: none"> » Clinicians are informed of external changes and decisions that may impact on service provision or capacity. » Clinicians are informed of key representatives and advisory groups relevant to their service. » Clinicians are aware of and have access to information related to the delivery of best practice care. 	<ul style="list-style-type: none"> » Clinician feedback is sought on relevant position papers, legislation, best practice, and quality safety standards. » Structured processes integrate clinician consultation as a critical inclusion for organisational and service changes. 	<ul style="list-style-type: none"> » Clinician contribution is sought in the development and review of position papers, legislation and quality safety standards. » Clinicians proactively seek system-wide solutions to safety and quality including promotion of safer work practices. 	<ul style="list-style-type: none"> » Clinician participation in local, state & Commonwealth policy and planning processes is supported and encouraged. » Clinician involvement in research and evaluation is supported in order to contribute to the clinical evidence base. 	<ul style="list-style-type: none"> » Darling Downs Health clinicians actively represent Darling Downs Health at local, regional, state, national, and international forums, and conferences, including state-wide Clinical Groups. » Clinicians are empowered to collaborate in system-wide changes 	<ul style="list-style-type: none"> » Number of clinical research projects that are conducted by Darling Downs Health staff. » Inclusion of clinicians on key projects.