



Consumer and Community Engagement Framework

2022-2025



Calvary

North Adelaide Hospital

Continuing the Mission of the Sisters of the Little Company of Mary



Volunteers of North Adelaide



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Acknowledgement of Land and Traditional Owners

Calvary North Adelaide acknowledges the Kurna People, the Traditional Owners who have walked upon and cared for these lands for thousands of years.

We would like to acknowledge that the land is the traditional lands of the Kurna people and that we respect their spiritual relationship with their Country.

We also acknowledge the Kurna people as traditional custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

Calvary Mission and Values

Calvary North Adelaide is a service of the Calvary group that operates public and private hospitals, retirement communities, and community care services in four states and two territories in Australia.

Our Mission identifies why we exist

We strive to bring the healing ministry of Jesus to those who are sick, dying and in need through 'being for others':

- In the Spirit of Mary standing by her Son on Calvary.
- Through the provision of quality, responsive and compassionate health, community and aged care services based on Gospel values, and
- In celebration of the rich heritage and story of the Sisters of the Little Company of Mary.

Our Vision identifies what we are striving to become

As a Catholic health, community and aged care provider, to excel and be recognised, as a continuing source of healing, hope and nurturing to the people and communities we serve.

Our Values are visible in how we act and treat each other

We are stewards of the rich heritage of care and compassion of the Little Company of Mary.

We are guided by our values:



Hospitality

Demonstrates our response to the desire to be welcomed, to feel wanted and to belong. It is our responsibility to extend hospitality to all who come into contact with our services by promoting connectedness, listening and responding openly.



Healing

Demonstrates our desire to respond to the whole person by caring for their spiritual, psychological, social and physical wellbeing. It is our responsibility to value and consider the whole person, and to promote healing through reconnecting, reconciling and building relationships.



Stewardship

Recognises that as individuals and as a community all we have has been given to us as a gift. It is our responsibility to manage these precious resources effectively for the future. We are responsible for striving for excellence, developing personal talents, material possessions, for our environment and handing on the tradition of the Sisters of the Little Company of Mary.



Respect

Recognises the value and dignity of every person who is associated with our services. It is our responsibility to care for all with whom we come into contact, with justice and compassion no matter what the circumstances, and we are prepared to stand up for what we believe and challenge behaviour that is contrary to our values.

Spirit of Calvary

Being for others

Hospitality
Healing
Stewardship
Respect

Everyone is welcome.

You matter. We care about you.

Your family, those who care for you, and the wider community we serve, matter.

Your dignity guides and shapes the care we offer you.

Your physical, emotional, spiritual, psychological and social needs are important to us.

We will listen to you and to those who care for you. We will involve you in your care.

We will deliver care tailored to your needs and goals.

Your wellbeing inspires us to learn and improve.



Introduction

The Framework (2022-2025), has been introduced as we commit to meaningful and effective engagement with our consumers and the community within which we serve.

It is only by involving the people we serve, will we truly be able to provide responsive, high quality services that reflect the individual and collective needs of the diverse community who use them.

This framework underpins and builds upon the continuing efforts of consumer engagement at Calvary North Adelaide. It provides a structure which embeds continuous and meaningful engagement with our consumers and community partners into the work we do. It will expand the scope of engagement activity, provide new systems and infrastructure, and build the workforce's knowledge and capacity.

This document will explain, and with evidence, demonstrate the outcomes of the engagement process. The actions of the Framework will be aided by the incorporation of guidelines from the Calvary National Clinical Governance Framework, the Aboriginal Health Plan and the Diversity and Inclusion Strategy.

The Consumer Engagement Framework is aligned with the Calvary South Australia Regional Services Development Strategy and Timeline FY2021... towards 2025, the Calvary Mission Accountability Framework, National Clinical Governance Framework and the National Safety and Quality Health Service Standards Second edition

The content of the framework is deeply embedded and aligned with our Calvary values of Hospitality, Healing, Stewardship and Respect as it encompasses the Spirit of Calvary 'Being for Others'.

Person-centred care involves healthcare that is respectful of, and responsive to, the preferences, needs and values of patients, their families and the community.

Finally, we wish to acknowledge the work, dedication and passion of our Community Advisory Working Party members for driving the development of this framework and providing a strong and reliable voice of review at every stage of the process.



**All voices matter.
Every interaction matters.
You matter.**

Jason Wolf, The Beryl Institute

Why consumer and community engagement is important

“The people have the right and duty to participate individually and collectively in the planning and implementation of their health care.”

Declaration of Alma-Ata, World Health Organisation, 1978

In 1978, the World Health Organisation (WHO) at the Alma-Ata Conference acknowledged the importance of consumer and community engagement to ensure people’s health needs are met.¹

The practice of engaging and partnering with consumers and the community in health care has gained momentum, with an increasing focus on consumers participating and collaborating in the planning, design, delivery and evaluation of health care.

Consumers need to be involved in decision-making, whether it is at an individual level – around people’s own health, treatments and illness-management, or at health service level – around policy development, service design, delivery and evaluation.

Evidence shows that the involvement of consumers is more likely to result in services that are more accessible and appropriate for users.²

Participation in decision making that impacts on a person's health is both an ethical issue and a democratic right.

Delivering health care based on partnerships provides many benefits for consumers and the health service organisation and its workforce, including improvements in:³

- Participating in decisions that impact on people’s own health is an ethical and democratic right
- Health outcomes
- Health literacy resulting in a better understanding of health issues and services
- Sense of wellbeing, empowerment and belonging to the community
- Service delivery ensuring health services are delivered effectively and closely targeted to people’s needs
- Relationships with health consumers, other services and the broader community
- Clinical outcomes including associations with decreased re-admission rates
- Adherence to treatment regimens and decreased rates of health care acquired infections
- Functional status
- Adherence to accreditation and legal requirements such as the national Safety and Quality Health Service Standards, version 2.

Five key objectives are used to focus, promote and support consumer participation at North Adelaide:

- Everyone is welcome;
- All consumers matter, and we will care for you;
- We will listen to you and those who care for you, therefore we encourage patients, families and carers to ask questions about their care, participate in care planning and treatment decisions;
- Patterning with our patients , families , carers and consumers is essential in providing an exceptional experience and improving patient outcomes;
- Patients, families and carers are encouraged to speak up and know how to provide feedback.

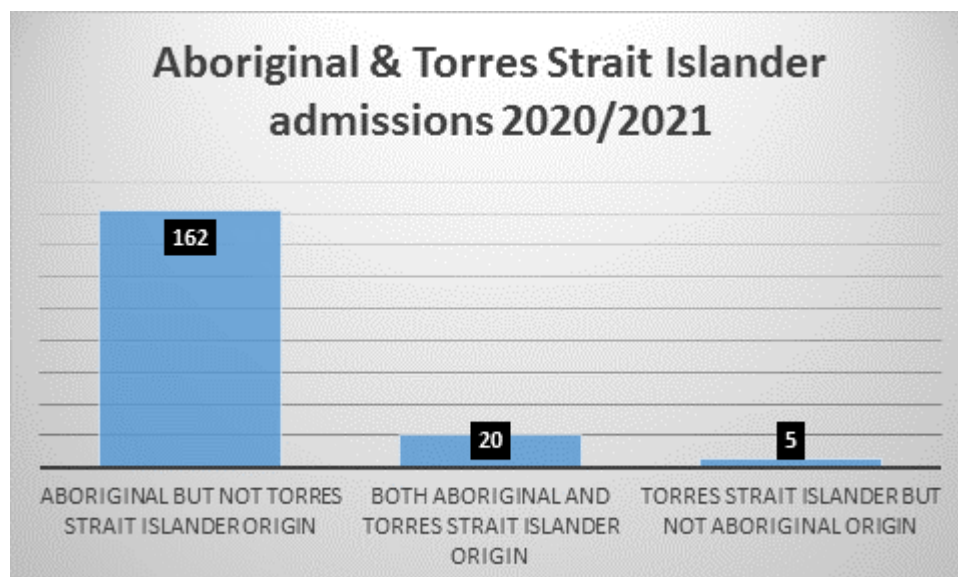
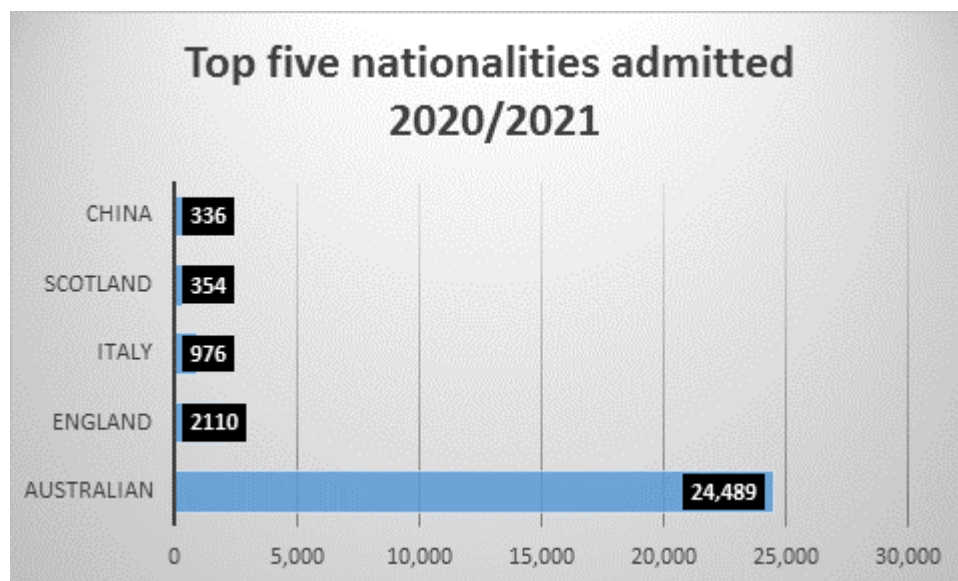
Calvary North Adelaide community profile

"The conditions in which people live and die are, in turn, shaped by political, social and economic forces."

Commission on Social Determinants of Health, 2008

Calvary North Adelaide provides a range of health services to South Australia.

Demographics



South Australia Map with insert of the local Aboriginal Communities with whom we serve

South Australian Communities

There are four regions which represent the Aboriginal Communities in South Australia: Spencer, Eyre, Desert, and Riverine. While these four regions vastly spread into other states and territories, Spencer and Desert are the largest mass areas in South Australia. Amongst these four regions are individual communities and language groups. An Aboriginal person can identify as belonging to a community, region and language group.

Anangu Pitjantjatjara Yankunytjatjara Lands (Far North West SA)

- Amata
- Mimiili
- Kalka
- Pukatja (Ernabella)
- Iwantja (Indulkana)
- Umuwa
- Yunyarini
- Kalfjiti (Fregon)
- Pipalyatjara
- Watarru

Maralinga Tjarutja Lands (Far West of South Australia)

- Oak Valley

Other Communities

- Yalata (West Coast)
- Koonibba (West Coast)
- Port Lincoln Aboriginal Community Council
- Gerard (Riverland)
- Nepabunna (Flinders Ranges)
- Dunjiba (Oodnadatta)
- Point Pearce (near Port Victoria)
- Raukkan (near Meningee)
- Umoona (adj to Coober Pedy)
- Kalparrin (Murray Bridge)
- Davenport (Port Augusta)

A full Australia wide map of Aboriginal groups can be found at:
<http://www.reconciliationsa.org.au/learn/map-of-aboriginal-australia> and
<https://aiatsis.gov.au/explore/articles/aiatsis-map-indigenous-australia>

Acknowledgement: Aboriginal Australia Wall Map, D R Horton, Aboriginal Studies Press, 1996

Though the Aboriginal and Torres Strait Islander population in our catchment area is small, there is a need to ensure a culturally safe and secure environment for the Aboriginal and Torres Strait Islander people that access our service. This requires us to collaborate with Aboriginal community groups health care workers and providers to address the social and cultural determinants of health, including but not limited to:

- Connection to family, community, country, language and culture
- Racism
- Housing, environment and infrastructure
- Health choice
- Food security
- Cultural beliefs and practices

Regionally, Calvary South Australia’s Reconciliation Action Working Group ensures existing partnerships are continued and new opportunities for further engagement are explored. It is essential the voices of vulnerable groups be heard if we are to realise improved health outcomes through culturally appropriate care.

Purpose and scope of the framework



Purpose

- Calvary North Adelaide is committed to meaningful and effective engagement with consumers and the community.
- Through this framework we will outline Calvary North Adelaide's approach and its core engagement strategies for the next three years (2022-2025).
- It will enable staff to engage with consumers and the community in how services are planned, developed, delivered and evaluated.
- It will help underpin Calvary North Adelaide's quality and safety improvement activities, as aligned with the National Safety and Quality Health Service Standards.
- Through core engagement strategies staff will develop a deeper understanding of the value of consumer and community engagement, leading to services which are more accessible, responsive and tailored to the diverse community of which Calvary North Adelaide is part.
- The health outcomes of our patients will be improved.

Scope

- This framework guides engagement between Calvary North Adelaide, its consumers and community, both locally and the wider health district, who require our tertiary level services.
- The framework encourages flexible structures and activities that meet the specific needs of each department/service and its consumers/community groups.
- It is a 'living' document designed to evolve and develop with the ongoing growth and development of Calvary North Adelaide and its communities.

Calvary North Adelaide's overarching approach to consumer and community engagement

Partnering with consumers is about health care organisations, health care providers and policy-makers actively working with people who use the health care system to ensure that health information and services meet people's needs.

There are lots of terms used to describe the concepts that underpin partnerships with consumers, such as patient-centred care, consumer and community engagement, patient participation, patient experience and consumer enablement.

There is no single approach to partnering with consumers, as there are a range of ways consumers can partner with

Calvary North Adelaide. However, our overall approach to consumer and community engagement will be guided by:

- Standard 2 of the National Safety and Quality Health Service Standards⁸
- The Beryl Institute Patient Experience Model⁹
- The IAP2 Spectrum of Public Participation¹⁰
- Co-design¹¹
- The three key levels of partnerships¹²
- Calvary Mission and Values¹³

Standard 2 of the National Safety Quality and Health Service Standards

The second edition of the National Safety Quality and Health Service (NSQHS) Standards, developed by the Australian Commission on Safety and Quality in Healthcare, was launched in November 2017. Health service organisations will be assessed against the new eight standards from January 2019.

Standard 2 Partnering with Consumers, aims to ensure that consumers are partners in the design, delivery and evaluation of health care systems and services, and that patients are given the opportunity to be partners in their own care.

This standard aims to ensure:

- There are systems to help patients, carers and families to be partners in health care design and evaluation
- Consumers are partners in the design and governance of the health service organisation

- The delivery of care is based on partnering with patients
- Patients are able to be partners in their own care
- The organisation communicates with patients in a way that supports effective partnerships

This standard, together with the Clinical Governance Standard, underpins all the other standards. Standard 2 recognises the importance of involving patients in their own care and providing clear communication to patients.

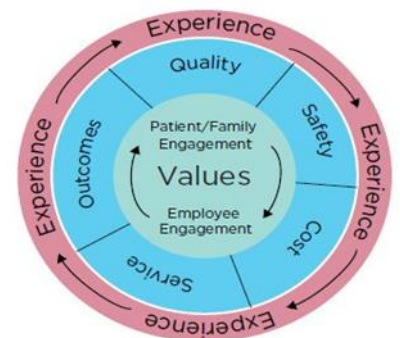
This framework helps support Calvary North Adelaide's compliance with the NSQHS Standards. It builds upon past engagement activities and serves to strengthen and enrich how the hospital engages with its consumers and community. The purpose of the framework however is not limited to addressing these standards. It has been developed through listening to our consumers about what matters to them and acting on this information.

The Beryl Institute Patient Experience Model

The Beryl Institute defines patient experience as:

“The sum of all interactions, shaped by an organisation's culture, that influence patient perceptions across the continuum of care “

The Beryl Institute's Patient Experience Model recognises that experience is intrinsically linked to the quality, safety, cost, service and outcomes an individual may experience from an organisation. At the centre, it recognises the link between employee engagement and patient/family engagement. Calvary North Adelaide has adapted this model by placing values at the heart of the model as it is a person's values that shape the way they behave and engage. A positive patient experience can be directly associated with an employee's behaviour as it reflects the organisation's values.



Adapted from the Beryl Institute Patient Experience Model

The IAP2 Spectrum of Public Participation


The IAP2 Spectrum of Public Participation is widely used by many health organisations when engaging with consumers and the community. The spectrum describes the various levels organisations may wish to engage with consumers, the promise being made to the public at each participation level, and that differing levels of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decision to be made.

The spectrum outlines five levels of engagement – Inform, Consult, Involve, Collaborate, and Empower/Partner – which are on a continuum of an increasing level of consumer engagement. Currently Calvary North Adelaide predominately ‘Informs’,

‘Consults’ and ‘Involves’ consumers. Over the coming years, we hope to grow and develop our engagement methods allowing us to ‘Collaborate’ and ‘Empower/Partner’ with our consumers on a more frequent basis.

What an individual department or the hospital wants to achieve through engaging with consumers will directly influence the methods and participation levels used.

The spectrum sets out the promise being made at each level of partnership, it is vital as an organisation we keep these promises. Possible tools/methods are also described below but this is not exhaustive.

	Increasing impact on the decision 				
	Inform	Consult	Involve	Collaborate	Empower/ Partner
Goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives 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 aspirations and concerns 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 consumers	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 issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct 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.
Possible tools/ methods	<ul style="list-style-type: none"> • Fact sheets • Leaflets • Hospital tours • Websites • Media releases 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings • In-depth interviews 	<ul style="list-style-type: none"> • Workshops/ roundtable meetings • Taskforces or working parties • Deliberate polling • In-depth interviews 	<ul style="list-style-type: none"> • Consumer Advisory Council • Consensus-building processes • Participatory decision-making • Networks • Planning groups 	<ul style="list-style-type: none"> • Consumer juries • Ballots • Delegated decisions

Developed by the International Association for Public Participation

Co-design

By strengthening our consumer engagement activities we will be working towards ‘Empower/Partner’ on the IAP2 Spectrum. This can be achieved by modelling and promoting methodologies such as Co-design.

Co-design places users, as ‘experts’ of their experience, who are crucial to the design process. It attempts to actively involve all stakeholders (e.g. consumers, workforce, community organisations, etc.) to work together to implement solutions to an issue in the organisation or service that impacts on the consumer experience. The ultimate goal is to create benefits for both parties.

This approach enables a wide range of people to make a creative contribution in the formulation and solution of a problem and goes beyond consultation by building and deepening equal collaboration to resolve a particular challenge. The design process is about finding solutions to address problems, practical innovations that open up possibilities and improvements that enhance people’s lives.

The three key levels of partnerships

Effective partnerships are needed at all levels to ensure the best possible outcome for all involved. The three different levels at which partnerships are needed are displayed below:

At the level of the individual	At the level of a service, department or program of care	At the level of the health service (Calvary North Adelaide)
<p>Relates to the interaction between clinicians and patients, providing:</p> <ul style="list-style-type: none"> • care that is respectful • sharing information • working with patients, carers and families to make decisions and plan care • supporting and encouraging patients in their own care 	<p>Relates to the organisation and delivery of care within specific areas involving the participation of patients, carers, families and consumers in the overall design of the service, department or program.</p> <p>This could be as full members of quality improvement and redesign teams, and participating in planning, implementing and evaluating change.</p>	<p>Relates to the involvement of consumers and consumer representatives as full members of key organisational governance committees in areas such as:</p> <ul style="list-style-type: none"> • patient safety • facility design • quality improvement • patient or family education • ethics • research

Taken from the Australian Commission on Safety and Quality in Health Care National Safety and Quality Health Care Standards

Calvary Mission and Values

"In the Spirit of Mary on Calvary, our vocation impels us to enter into the sufferings of others, to bring about equality and dignity for all and to collaborate with others to create a world of justice, love and peace."

Constitutions of Sisters of the Little Company of Mary

Our values are visible in how we act and treat each other. Hospitality, Healing, Stewardship and Respect, guide and inform all our interactions and relationships. They are evident in patient stories either in their presence or in their absence.

Stories of various patient experiences have been distilled and developed to become the foundation of Calvary’s mission effectiveness tool, the Mission Governance Framework (MGF), to which all Calvary services are accountable.

Of the four (4) focus areas that make up the MGF, three in particular inform this framework:

- care of our people and working environments
- partnering and planning for the present and future
- caring for our resources

"Calvary respects the unique care goals of each person, provides opportunities for these to be heard and supports people to be the drivers of their own holistic care journeys." MGF, page 23

What matters to our consumers - core messages of the framework

Following a diverse range of conversations with our consumers and workforce, eight messages that matter to them have been identified. Over the next three years a concentrated effort will be made to continue to work with our consumers to realise the identified strategic priorities and actions.

1. All Voices Matters

To ensure our services reflect, respond to and value our diverse communities

2. Human Encounters Matter

To ensure all interactions between consumers and the workforce encompass and express the Spirit of Calvary, 'Being for Others'

3. Listening Matters

To respect the consumers' voice as the starting point that informs all conversations

4. Wellbeing Matters

To recognise workforce morale affects the patient experience and impacts the motivation of consumers to be engaged

5. Information Matters

To improve consumers' ability to gain access to, understand and use information in ways which promote and maintain good health

6. Being Involved Matters

To encourage our consumers to partner with Calvary North Adelaide to ensure the health needs of our diverse community are met

7. Systems Matter

To involve consumers and the workforce as partners in the design and governance of the organisation

8. Environment Matters

To make the hospital environment welcoming and culturally safe for our diverse community

All voices matter

To ensure our services reflect, respond to and value our diverse communities



All voices matter

To ensure our services reflect, respond to and value our diverse communities

“I want to speak to someone of my own kind.”



As a local health service in the community, our challenge is to engage with the diversity of our population in ways that reflect their needs. Established migrant communities and new arrivals and our Aboriginal population continue to contribute to the makeup of our catchment area.

Through prior work out carried we are aware that Calvary North Adelaide’s status as a private hospital is not commonly known in the culturally and linguistically diverse (CALD) and Aboriginal communities, creating a widespread misconception that they cannot access our services due to cost. Our identity as a Catholic health care provider is another point of confrontation for some, and comfort and familiarity for others. Work has been carried out to establish connections with these communities allowing beneficial partnerships to be formed.

The commitment of the **Diversity and Inclusion Strategy** is to create workplaces that demonstrate the inherent dignity and value of each person regardless of religion, race, gender, cultural backgrounds, political opinion, economic condition, social condition or social group; works towards creating a welcoming environment. This thereby has a direct influence upon the patient experience

At Calvary North Adelaide Hospital, we:

- ensure our facility acknowledges and welcomes Aboriginal and Torres Strait Islander People
- have updated our Aboriginal artwork on wards throughout the hospital
- have placed the Acknowledgment of Country at entry points throughout the hospital
- are involved in Calvary’s national Reconciliation Action Plan
- ensure that care is appropriate for cultural and social expectations
- ensure identified varying cultural populations have access to interpreters

Your family, those who care for you, and the wider community we serve, matter.”

Spirit of Calvary **‘Being for Others’**

Human encounters matter

To ensure all interactions between consumers and the workforce encompass and express the Spirit of Calvary, 'Being for Others'



Human encounters matter

To ensure all interactions between consumers and the workforce encompass and express the Spirit of Calvary, ‘Being for Others’

“The greatest moment of impact may be in the smallest of encounters.”

Jason Wolf, The Beryl Institute

At Calvary North Adelaide Hospital, we:

- promote a workforce that identifies and is accessible to consumers
- provide support and training to front-line staff (education) in dealing with confrontational situations, including face to face and other forms of communication
- create a welcoming and rich experience to all our consumers through accessible services, clear signage, hospitality and a visible and identifiable workforce
- ensure that our workforce is introduced to the Spirit of Calvary at Orientation.



Our Calvary values, Hospitality, Healing, Stewardship and Respect, underpin the relationships between the workforce and our consumers. These values should be evident in everything we do.

All the evidence from consumers throughout the consultation process aligns with our value of Hospitality which is based on the desire to be welcomed, to feel wanted and to belong. Despite evolving technology the need and want from our consumers is to have human contact.

The significance of the initial contact with the organisation through its workforce cannot be underestimated. It is important to consumers that staff are identifiable and accessible.

Consumers value being greeted and acknowledged and their concerns respected.

“Introductions are about making a human connection between one human being who is suffering and vulnerable, and another human being who wishes to help. They begin therapeutic relationships and can instantly build trust in difficult circumstances.”¹⁷

Our ever expanding volunteer group provides us with an opportunity to ensure our consumers feel welcomed. The volunteer service provides a non-clinical human contact for those seeking care, their visitors, and the wider community that come through our doors daily. Health Services can be unfamiliar and intimidating environments. A human link assisting in deciphering directions, locating services and personnel, accessing facilities, can ensure the patient experience, which is the ‘sum of all interactions’, is ultimately an authentic human experience of care.

The simplest of interactions can have a profound effect on a vulnerable person. Our interactions reflect and are shaped by the culture we create and the systems we build and sustain.

“Everyone is welcome. You Matter. We care about you.”

Spirit of Calvary **‘Being for Others’**

Listening matters

To respect the consumers' voice as the starting point that informs all conversations



Listening matters


To respect the consumers' voice as the starting point that informs all conversations

Consumers tell us, what matters to them is that they are listened to. In a setting where there is constant screening and assessment, time limited appointments, shorter lengths of stay, results to be communicated, care plans developed, and discharge plans to be put in place, most interactions are initiated and determined by the needs of the health practitioner/s. The inherent power imbalances between those delivering the care and those receiving the care means many consumers feel intimidated in hospital settings and defer to the health practitioner in decision making. There is however a generational shift occurring in this arena as consumers find their voice and have greater access to more sources of information.

For the consumer their power lies in their experience and self-knowledge. They are the only ones able to contextualise their health needs within their lives. Health practitioners need to understand and value this in their conversations with consumers.

Consumers need those whose help they seek to hear their concerns and worries, the impact this episode of ill-health is having on them and those they care about. They feel most comfortable when health practitioners engage with them conversationally and informally to assess their needs and expectations. When this occurs a strong foundation is laid for truly collaborative decision making.

Calvary North Adelaide is particularly receptive to listening to our patients, as they come into contact with our services at particularly stressful and vulnerable times in their lives. Staff partner with patients in the areas of advanced care planning and difficult decisions at the end of life. This takes specialist listening skills and it is important to our consumers that we continue to develop these skills in our staff.



"It's the role of the staff to listen and to then figure out how they can help."

"Stories are the most powerful things a consumer can share."

At Calvary North Adelaide Hospital, we:

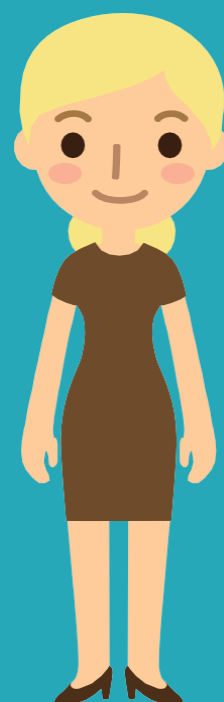
- collaborate with patients and their carers to be effective in their care, surgery, planning and discharge through the Patient Journey Program
- continue to develop systems and processes to ensure care planning is driven by goals of care as identified by the patient
- provide privacy to minimise distractions, noise and interruptions
- develop, implement and evaluate feedback strategies for consumers (Riskman Quality Improvements and Audits)
- use feedback as a tool to change and continually improve our service
- identify key opportunities to engage with consumers who find health environments intimidating – volunteers placed at front desk to welcome and engage with patients and their carers, Day Surgery Volunteers

"We will listen to you and to those who care for you."

Spirit of Calvary **'Being for Others'**

Wellbeing matters

To recognise workforce morale affects the patient experience and impacts the motivation of consumers to be engaged



Wellbeing matters

To recognise workforce morale affects the patient experience and impacts the motivation of consumers to be engaged

“We must mobilise all groups and leave no one behind as we build a web of kinder and safer health care.”

The Ethos Project St Vincent’s Health Australia

Health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity¹.

Living well or achieving one’s optimal well-being, requires individuals to achieve their potential in the domains of:

- **Physical health**, the ability to maintain a healthy quality of life that allows us to get through our daily activities. This includes health prevention, reducing modifiable risks and interventions recommended for diagnosing and managing health conditions. Our Day Program (physio) is an excellent experience for patients who need this vital service post discharge.
- **Social Health**, the ability to relate to and connect with other people in our world. This requires opportunities for inclusion, and opportunities for people with different interests, ages and cultural backgrounds. Barriers to social engagement include access to transport, and physical health such as appearance, swallowing and eating issues or emotional issues. We have information available to patients with services covering the above topics.
- **Intellectual health**, the desire to learn new concepts, improve skills and seek challenges in pursuit of lifelong learning. CNAH encourages staff to upskill and educate themselves with a robust and vibrant Staff Education Division.
- **Emotional health**, the ability to understand ourselves and cope with the challenges life can bring. It includes opportunities for enjoyment and laughter and is linked to a purpose in life. Our Pastor Care Team is active on the wards and intrinsically involved with patients and staff.
- **Spiritual health**, purpose and meaning in our lives, hope and fulfilment

- **Occupational health**, the ability to gain personal fulfilment from our jobs or our chosen career fields while still maintaining balance in our lives. It also includes the maintenance of life roles including family roles, social roles and participation in volunteer roles. Healthy lifestyles and actively participating in one’s own care are important at all stages of a person’s life with and without disability.

At Calvary North Adelaide Hospital, we:

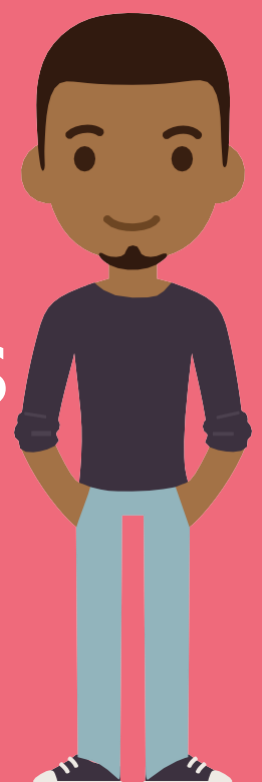
- implemented new electronic Patient boards, staff are now able to refer patients to other services, makes for faster service delivery
- are aware that patients need caring as well as our staff
- support staff and carers with a robust Pastoral Care team
- give patients the opportunity to pass on their experience to others in similar situations (Focus Groups)
- involved consumers in implementing the ‘Speaking Up for Safety’ program

“Your wellbeing inspires us to learn and improve.”

Spirit of Calvary **‘Being for Others’**

Information matters

To improve consumers ability to gain access to, understand and use information in ways which promote and maintain good health



Information matters

To improve consumers ability to gain access to, understand and use information in ways which promote and maintain good health

“People cannot achieve their fullest health potential unless they are able to take control of those things which determine their health.”

World Health Organisation 2013

Information is the currency of health care. Who has it? Who needs it? When is it exchanged? How is it conveyed? What impact does it have? Consumers force us to rethink all our assumptions in answering these questions.

At the heart of effective communication in the health setting is an understanding of health literacy. This forms an integral part of Standard 2 Partnering with Consumers which requires us to ensure that consumers are supported to access, understand and appraise, and apply the information they need to participate in a successful partnership with the organisation.

Health literacy can be separated into two parts, individual health literacy and the health literacy environment.

Individual health literacy refers to the skills, knowledge, motivation and capacity of a person to access, understand, appraise and apply information to make effective decisions about health and health care and take action.

Whereas the health literacy environment is the infrastructure, policies, processes, materials, people and relationships which make up the health system and have an impact on the way in which people access, understand, appraise and apply health related information and services.²¹

Through our consumer consultation process we are aware we need to build our health literacy capacity for both individuals and the environment, ensuring it is tailored to the diversity inherent in both. This includes reviewing policies, creating visual resources that address consumer needs, updating websites and workforce training.

All consumers regardless of health literacy have the right to find their voice to effectively exercise their influence in health care decisions; this is at the core of an effective partnership. As an organisation we will address health literacy needs throughout the partnership spectrum - individual, service and health service level - to allow all our consumers to effectively partner with Calvary North Adelaide.

At Calvary North Adelaide Hospital, we:

- continually update our website
- develop social media to address consumers' needs
- tailor patient experience tracker question to identify opportunities to improve the health experience
- ensure consumers are involved with CNAH publications – Consumer Endorsed logo placed on all printed material where consumers are involved, Brochure Audits completed monthly
- “You said, we did” information to consumers giving evidence that CNAH listens and then follows through
- Have active Consumer Representatives on committees

“Your dignity guides and shapes the care we offer you.”

Spirit of Calvary **‘Being for Others’**

Being involved matters

To encourage our consumers to partner with Calvary North Adelaide to ensure the health needs of our diverse community are met



Being involved matters

To encourage our consumers to partner with Calvary North Adelaide to ensure the health needs of our diverse community are met

When consumers have a positive experience of care or they feel strongly that change needs to occur in the way we do things, they want to tell us. Their stories consistently inform us and the wider community about what patients' value, how they have been cared for, what they need and appreciate. They capture the experience and reflect back to us the extent to which they perceive us as living our mission and values.

Collectively, stories can help build a picture of what it is like as a consumer and how the service could be improved. The narrative of a story is also a powerful learning tool to allow clinicians and health care professionals to better understand what is important to a patient, which then contributes to improving the patient experience and the safety and quality of care.

In order for consumer engagement to become a partnership, consumers need: immediate access to the organisation, to be engaged respectfully, to understand the process of engagement and to be kept informed and involved meaningfully throughout decision making processes. Consumers need to feel confident the outcomes will improve or further enhance services.



In order for this to become routine and valued practice, Calvary North Adelaide needs to:

- Have in place formal processes and policies for consumer involvement, such as recruitment, training, orientation, support and evaluation
- Acknowledge critical moments when motivation to be involved is high
- Invite and be receptive to consumer initiatives
- Promote opportunities for staff to embrace consumer engagement
- Make visible our commitment to consumer engagement and the impact of that engagement

At Calvary North Adelaide Hospital, we:

- revise local policies and procedures related to recruitment, appointment, training, orientation and ongoing support of consumer representatives
- promote recruitment of consumer representatives
- revise roles, responsibilities and role statements for consumer representatives
- audit activities quarterly and report to relevant governance committees
- review the consumer representation on CNAH committees and working parties on an annual basis develop and implement strategies to collect and use patient stories to be involved with staff training

“We will involve you in your care.”

Spirit of Calvary **‘Being for Others’**

Systems matter

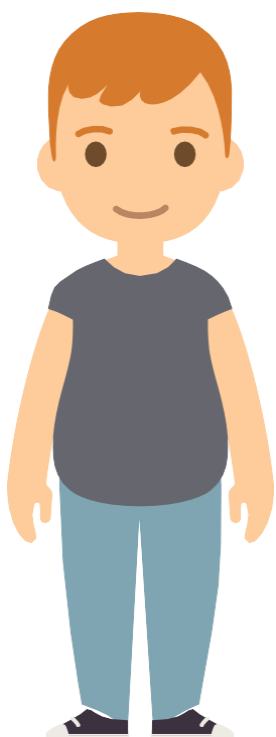
To involve consumers and the workforce as partners in the design and governance of the organisation



Systems matter

To involve consumers and the workforce as partners in the design and governance of the organisation

“I had a really good experience at Calvary hospital. I noticed a couple of things from the patient perspective. The nurses were person focused as opposed to task focused, made me feel comfortable and cared for. By person focused I mean they looked at me, introduced themselves and listened to me.” CNAH consumer



Standard 2 Partnering with Consumers underpins all the other NSQHS Standards. This clear recognition of the fundamental importance of this work guides us in developing systems and structures that once embedded in our practice and governance ensure true partnership is possible.

A robust consumer and community engagement culture accepts and values the views and experience of consumers. Effort is required to build knowledge and capacity for this culture to develop and grow.

Training and support is the first step necessary to achieve this. Both the workforce and consumers need to access appropriate training to build capacity and confidence in engaging with one another effectively. As levels of experience and skills grow, different levels of training will be required.

Training tailored to meet the needs of both partners can improve the experience and effectiveness of engagement from both the consumer and health service perspective. *“Training consumers to build their capacity to engage is considered best practice.”*²²

Calvary North Adelaide Hospital welcomes consumer feedback into all aspects of the organisation from systems, structures and service development perspectives. Reporting back through governance structure through key messaging and inclusion in various regular newsletters puts our consumers involvement front and centre. This strong and visible consumer presence will counter perceptions of either tokenism, which can quickly erode consumer confidence and participation, or over reliance on a few which simply burns them out. *“Providing support to consumers engaged with health services significantly contributes to their effectiveness and satisfaction.”*²³

At Calvary North Adelaide Hospital, we:

- use patient stories and other content to educate our staff as part of our staff induction process
- ensure that the importance of consumer engagement is included in the orientation process for all staff and volunteers
- develop and implement a consumer engagement training program for all staff, commencing with Heads of Department
- work with consumers to incorporate their experience and views into the development of workforce education and training programs ensure all consumers on governance committees receive formal training
- identify training resources that should could be used for the induction of all consumers to CNAH

“We will deliver care tailored to your needs and goals.”

Spirit of Calvary **‘Being for Others’**

Environment matters

To make the hospital environment welcoming and culturally safe for our diverse community



Environment matters

To make the hospital environment welcoming and culturally safe for our diverse community

The impact of the environment of the hospital on the wellbeing and health of the patient has received extensive academic attention. In one of the earliest studies of the important role of hospitals as healing environments, Ulrich²⁴ suggested that stress was a major obstacle to healing and that the wellbeing and recovery of patients was directly related to the physical environment of the hospital and its health care facilities.

The health service environment includes factors such as space, lighting, use of colour, acoustics, noise levels, smells and the degree of control a patient has over their environment, can all have an impact on the wellbeing and mood of a consumer and indeed the workforce.

Calvary North Adelaide consumers have identified the importance to them and their families of having personal space, a welcoming atmosphere, a supportive and comfortable environment, good physical design, and access to external areas. When an environment meets the needs of a consumer it can promote health and wellbeing. When consumers have some control over their environment it has been shown to be linked to a person's real or perceived ability to determine their own outcome and make positive choices.²⁵

Cultural Safety plays an important role in ensuring the environment for consumers is safe and secure. Cultural Safety refers to:

*"Patient care in an environment that is spiritually, socially and emotionally safe, as well as physically safe for people, where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience of learning together."*²⁶

Cultural Safety is primarily about the patient experience.

Together with consumers and community groups, Calvary North Adelaide shall continue to work to ensure the hospital is an inclusive and welcoming environment for all. This extends to all age ranges and cultural groups including families with young children. It is important Calvary North Adelaide welcomes and provides spaces for families to be together during what can be a stressful and uncertain time.

"When you walk in, somehow it doesn't feel like a hospital, so light and open."



"Your physical, emotional, spiritual, psychological and social needs are important to us."

Spirit of Calvary **'Being for Others'**



Monitoring Reporting and Evaluation

Governance and implementation

The Calvary North Adelaide Consumer Engagement Framework provides an overarching structure to guide and support the health services engagement with consumers.

Calvary North Adelaide promotes a culture of transparency and provides quality performance information and data to both strategic, operational working parties and local level patient cohort advisory panels/ groups.

Through this framework, CNAH actively supports consumers to be involved in decision making about quality, participate in the evaluation of consumer feedback, provide advice on how we can improve quality and safety both practically and for long term sustainability and participate in the planning and implementation of improvement activities.

The Risk, Safety & Quality Manager will oversee and help coordinate the Frameworks' implementation. However, in order for the framework to be embedded it will require a whole hospital workforce approach. Managers will be pivotal to help ensure its implementation, together with reporting core engagement activities and the improvements arising from working in partnership with consumers.

Monitoring, Reporting and Evaluation

Partnering with consumers, carers and the community is an opportune way to have those who have experienced a health service in some form, to provide their insight and input directly into quality and safety decisions and quality improvement. Calvary North Adelaide provides consumers, carers and the community with quality and safety information that is meaningful, relevant and reflects our performance through a number of mechanisms including:

- Annual reports
- A mapping exercise against Version 2 of the National Quality and Safety in Health Care Standards
- Quality and Safety metrics and performance indicator reports
- Presentation of quality and safety metrics at meetings
- On-site information displays, including quality notice boards
- Regular and ongoing communication with our staff in a meaningful manner

Evaluation of the framework will take place annually to assess its effectiveness including its impact, benefits and service improvements resulting from its implementation.

This evaluation will take the form of:

- Surveying our consumers who participate on committees or working parties
- Audit of medical records
- Records of staff and consumer training

**Every person is the
patient experience.**

**I am the patient
experience.**

Jason Wolf, The Beryl Institute



Definitions

Co-design: An approach to design which actively involves people, such as staff, patients, community and other stakeholders, in the design process to help ensure the result meets their needs.

Community: Community refers to groups of people with diverse characteristics who are connected through common location, attitudes, cultures or interests. Individuals can be considered to be members of multiple communities at once. In the health context, it can be used to describe the population of the area serviced by an organisation, a cultural group or a group of people who all experience a particular health condition.²⁹

Community strength: Community strength is an important indicator of the level of social cohesiveness within a population. This impacts how the community deals with unforeseen events or crises and how they support members of their community in times of need. It additionally impacts how safe people feel in their communities and their acceptance of other cultures.³⁰

Consumer and Carers: Consumers and carers are members of the public who use, or are potential users of health care services. When consumers or carers are referred to, this means patients, families (as defined by the patient), carers, significant others and other support people.

Consumer engagement: Consumer engagement is more than participation, conveying the idea that a person or group of people are occupied, focused, and committed to an issue and ready to take ownership of the outcomes. It is a dynamic process that can never be fully controlled.

Consumer representative: A health consumer representative is a health consumer who has taken up a specific role to advocate on behalf of consumers, with the overall aim of improving health care.

A consumer representative is someone who voices consumer perspectives other than their own and takes part in decision making on behalf of consumers. A health consumer representative may be nominated and supported by and accountable to, a consumer organisation.³³

Consumers: Consumers are members of the public who use, or are potential users, of health care services. When referring to consumers, we are referring to patients, consumers, families, carers and other support people.²⁸

Cultural safety: Cultural safety refers to patient care in an environment that is spiritually, socially and emotionally safe, as well as physically safe for people, where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience of learning together.

Health literacy environment: The infrastructure, policies, processes, materials, people and relationships which make up the health system and have an impact on the way in which people access, understand, appraise and apply health-related information and services.

Individual health literacy: The skills, knowledge, motivation and capacity of a person to access, understand, appraise and apply information to make effective decisions about health and health care, and take action.

Partnerships: The process where joint decision making, planning, accountability and responsibility occur between the community and the health service.

Patient experience: The sum of all interactions, shaped by an organisation's culture, that influence patient perceptions across the continuum of care.

Wellbeing: Wellbeing is a complex combination of a person's physical, mental, emotional and social health factors. It is strongly linked to happiness and life satisfaction. It can be described simply as how you feel about yourself and your life.



Students with Indigenous artwork created for the hospital

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Hundreds of 'Calvary baby' photos were sent in to create this special collage, celebrating the 80,000th baby born at Calvary North Adelaide





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Hospitality
Healing
Stewardship
Respect