

# Partners in Healthcare

A Clinician Engagement  
Strategy 2016-2020



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## Partners in Healthcare - A Clinician Engagement Strategy 2016-2020

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# Introduction

Metro South Health released its first Clinician Engagement Strategy in November 2012. The strategy recognises that input from clinicians into decision making is vital in reaching our strategic intent, and therefore producing better health outcomes for the community.

Over the past three years a significant amount of feedback has been received from clinicians at all levels of the organisation, regarding its priorities, strategy, health service plans and other local plans.

This process has also resulted in a number of learnings for the health service, in particular the importance of involving clinicians early in any change process, nurturing leadership across all levels of the organisation, and ensuring clinicians have the tools necessary to undertake their roles.

As we continue our journey towards an integrated, forward-thinking system that anticipates challenges, continual engagement with our clinicians and the broader community is vital.

This new Clinician Engagement Strategy has been informed by feedback received through past and present engagement processes with clinicians, and builds on the many achievements and learnings since Metro South Health became an independent body.

## Purpose

To ensure that activities undertaken by Metro South Health, from planning to service delivery are moulded by our clinical communities, and that a progressive and sustainable approach to engaging clinicians is firmly embedded.

## Defining clinician engagement

Clinician engagement is about how clinicians are involved in the design, planning, decision making and evaluation of activities which impact Metro South Health and the provision of health care services to the community.

## Strategic imperative

Improving clinician engagement, with a focus on delivering the highest quality patient care possible, is a significant element of the contemporary health reform agenda.

This approach is now embedded in the Hospital and Health Boards Act 2011 and Hospital and Health Boards Regulations 2012. This legislation mandates that each Hospital and Health Service (HHS) develops and publishes a clinician engagement strategy to promote consultation with health professionals (Hospital and Health Boards Act 2011 s40, Hospital and Health Boards Regulation s12,13).

The development of a new Clinician Engagement Strategy for Metro South Health continues to ensure clinicians have a say in the planning and decision making of the organisation.

It is also important that clinicians engage with other clinicians, and across disciplines to ensure optimal care is provided for patients.

Involving clinicians in the decision making of the organisation is crucial as they have the major influence over patient care, from making the diagnosis to determining the pathway of care.

As the people who initiate, investigate and treat, they need the support of Metro South Health, in terms of the resources and processes necessary to implement their decisions. Likewise it is important that clinicians develop an understanding of the economic, social, environmental, technological and other pressures impacting Metro South Health.

# Objectives

To ensure we deliver on our strategic intent, Metro South Health will continue to implement a range of activities which will address the following core engagement objectives:

**Create capacity and build the capability of clinicians through education and training to build a culture of transformation, innovation, quality and improvement.**

**Involve more clinicians in influencing decisions and setting priorities through meaningful engagement activities.**

**Develop the leadership skills of clinicians, ensuring that leadership is shared vertically and horizontally across Metro South Health.**

**Build an internal culture of engagement within Metro South Health so that engagement is embedded in how we work, make decisions and set priorities.**

# Strategic context

## National and Statewide alignment

Clinician engagement at the national level is defined in the National Health Reform Lead Clinicians Group Policy. The National Lead Clinicians Group is the peak advisory body that advises the Federal Health Minister.

At State level, Queensland Health supports clinician engagement by establishing, supporting and funding the Queensland Clinical Senate and statewide Clinical Networks and by providing advice and support to Hospital and Health Services (HHS) in order to support them to engage their clinicians locally.

Metro South Health clinicians are actively encouraged

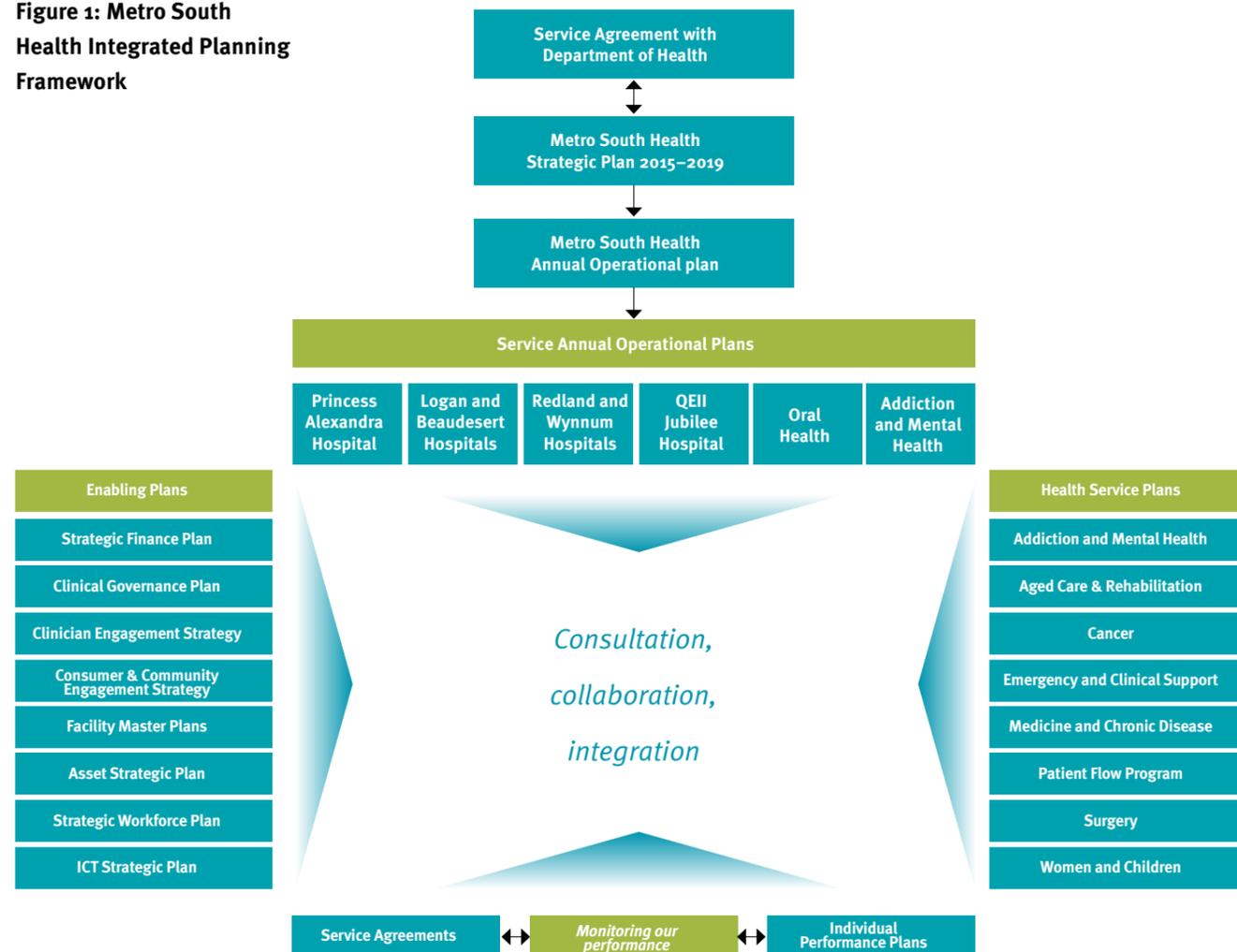
to participate both in statewide Clinical Networks and the Queensland Clinical Senate.

## Alignment with Metro South Health strategy

Metro South Health's Integrated Planning Framework (Figure 1 below) links together interdependent planning activities across the corporate, support and health service delivery functions within Metro South Health to achieve alignment and congruence with strategic goals and improve organisational performance.

Collectively, the plans outlined in the Framework assist Metro South Health in meeting its strategic objectives. In particular the active engagement and

**Figure 1: Metro South Health Integrated Planning Framework**



involvement of clinicians, as well as consumers and the broader community, is essential to the delivery of services within Metro South Health and the achievement of our vision.

Metro South Health is proud to have a positive workplace environment, which has been fostered and maintained in the midst of large-scale change.

Continuing to enable and empower our people is crucial to delivering a health service that is agile and innovative, and able to maximise the technological changes and advancements that continue to be rolled out across the health service.

Key to facilitating this objective includes furthering the education and training of staff, and developing clinician leadership across Metro South Health.

Creating capacity and building capability of staff through education and training enables a culture of redesign and improvement, equipping staff to tackle problems, think of solutions and sustain advances that are patient-based.

Rethinking the way power and responsibility operate within teams and organisations across the health and care system fosters an environment where leadership is shared both 'vertically' and 'horizontally', improving

our staff engagement. This in turn enables Metro South Health to improve community health and deliver better patient care.

As with the Metro South Health Consumer and Community Engagement Strategy, engaging clinicians and other stakeholders should not be seen as an additional task, but as a critical step in shaping, informing and delivering our work.

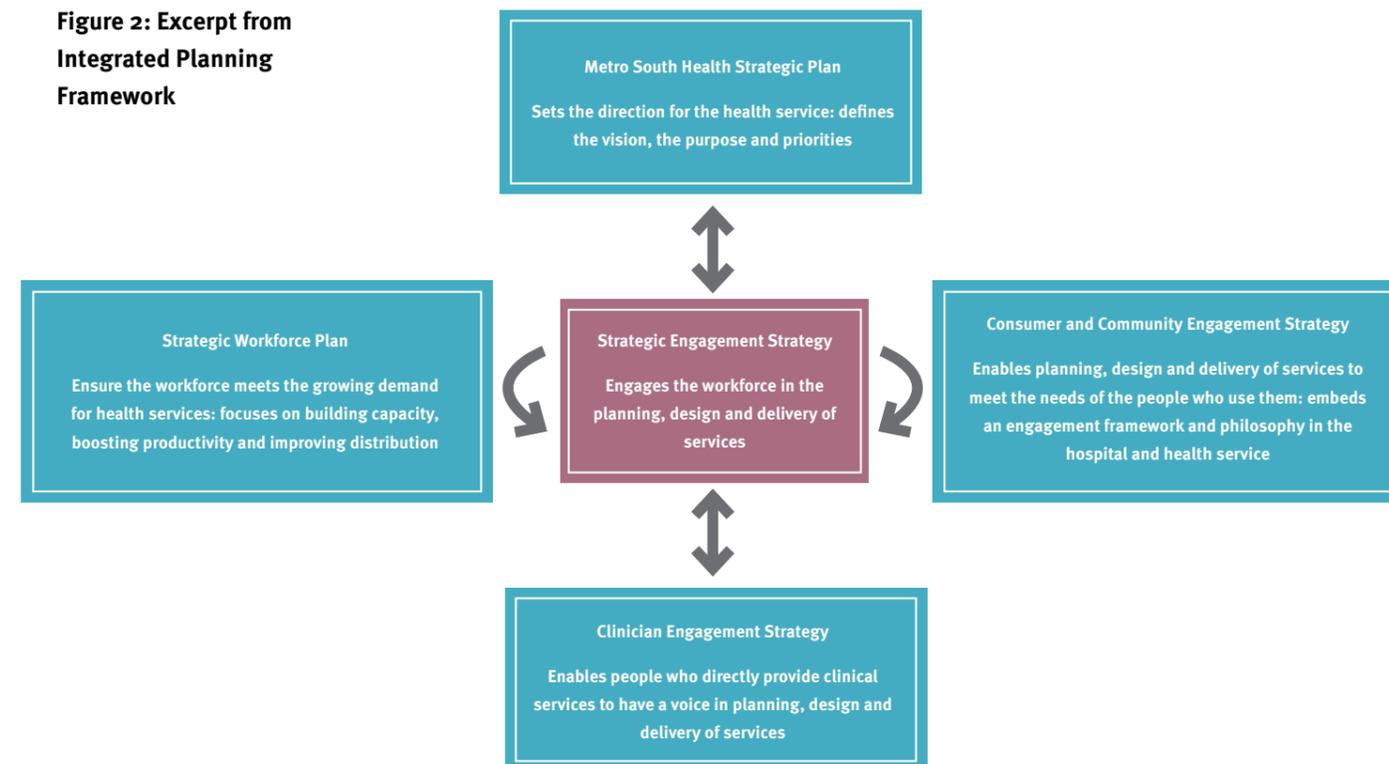
An excerpt of the Integrated Planning Framework is detailed in Figure 2 (below), and highlights how Metro South Health's key engagement and workforce plans align with each other and the overarching strategic direction.

## Linkage with Primary Health Networks

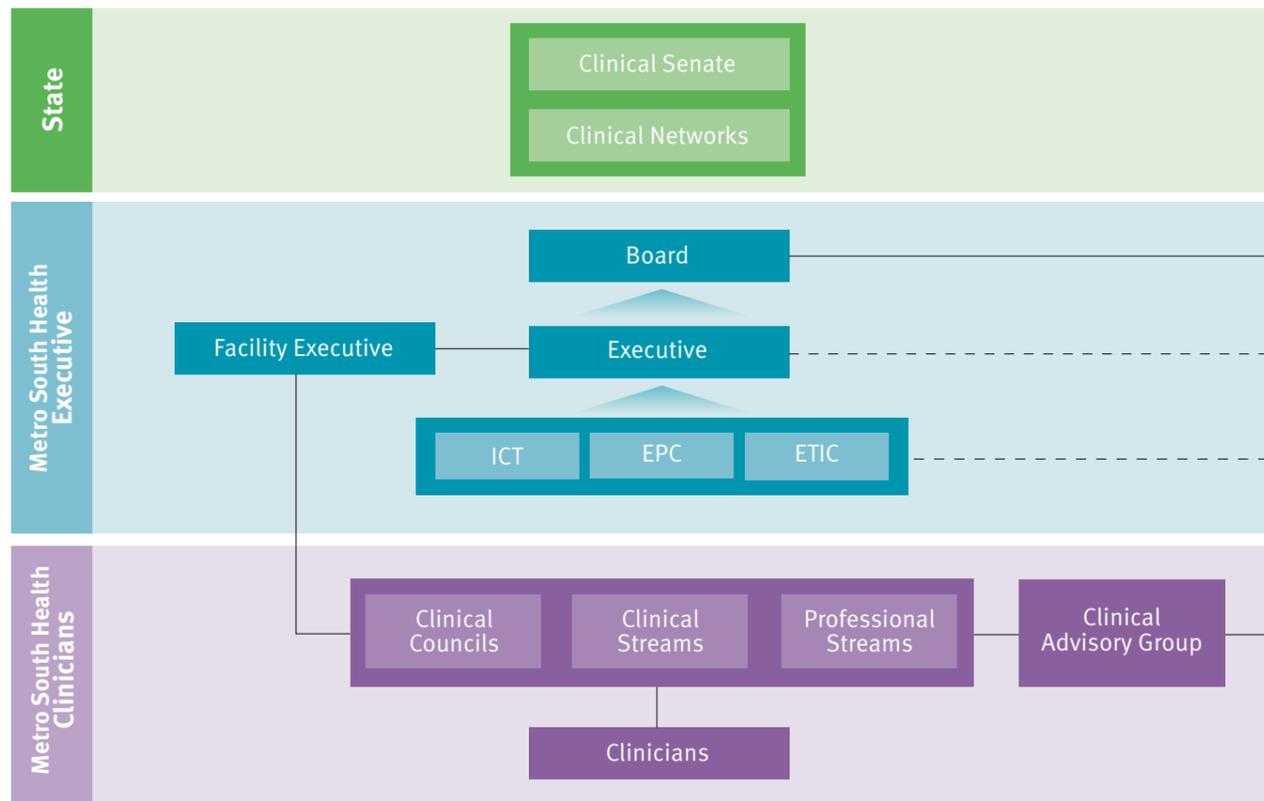
Metro South Health has a Relationship Agreement with the Brisbane South Primary Health Network (PHN) which articulates common objectives and associated actions that will contribute to the achievement of the best possible health outcomes for the community by ensuring access to the most appropriate health services at the right time and in the right place.

A partnership with Brisbane South PHN will also assist in facilitating clinician liaison across the primary and secondary sectors.

**Figure 2: Excerpt from Integrated Planning Framework**



# Enabling engagement



**Figure 3: Metro South Health Clinician Engagement Framework**

Achievement of objectives will be enabled by the Metro South Health Clinician Engagement Framework (Figure 3 above), and the Clinician Engagement Implementation Framework (Figure 4 right).

A range of formal and informal consultation methods will be used to ensure clinicians are involved in planning processes across Metro South Health.

Clinical Stream Leads will also have a direct reporting line to the Hospital and Health Board and an advisory role in relation to key Executive decision making forums.

Issues discussed and decisions made in each Board meeting will also be made available to clinicians working in the Service, subject to the board's obligations relating to confidentiality and privacy.

Core components of the respective frameworks include:

### Clinical Streams

Metro South Health's clinical streams leaders have the responsibility of improving the integration of services across the health service through innovation and clinical redesign. They are supported by sub-stream leaders who provide leadership and expertise in specialty areas.

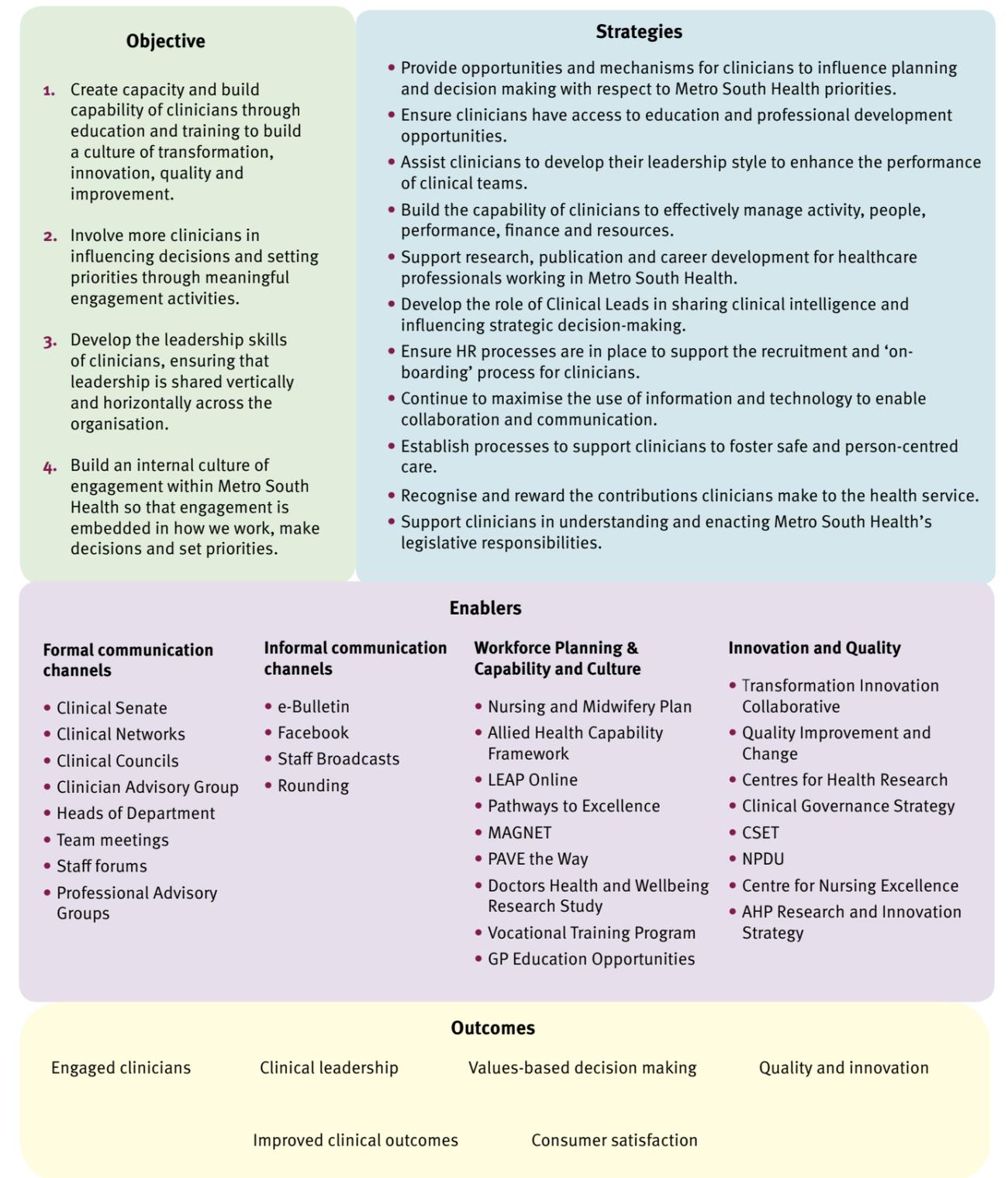
### Clinician Advisory Group

To ensure the Metro South Hospital and Health Board have greater connections with our senior clinicians we have approved the implementation of the Metro South Health Clinician Advisory Group (MSHCAG).

The MSHCAG has the potential to be a strong 'voice' for all clinicians within the Hospital and Health Service, and will include all Stream Leads.

It will provide a single point of contact for clinicians to discuss and explore opportunities and issues relating to health service development, innovation,

**Figure 4: Clinician Engagement Implementation Framework**



integration, planning and monitoring with the Board, so that the best possible patient outcomes are achieved.

#### Clinical Councils

The role of the Clinical Councils within Metro South Health is to consider and provide definitive advice regarding clinical service delivery across the organisation.

Clinical Councils have been established in each Facility within Metro South Health and while there are variations in the role to suit the dynamics of individual facilities the overarching functions include:

- Development and implementation of clinical policy.
- Identification of service development priorities, including resource allocation, new clinical services, procedures, technologies and drugs.
- Identification of specific propositions from clinical service areas.
- Disseminating clinical requirements and recommendations received from Queensland Health more generally, including from Clinical Networks and collaboratives.
- Disseminating key reports from key committees and functional areas, such as operational, safety and quality, workforce development and public relations.
- Advising on matters relating to teaching and research.
- Considering ethical issues related to clinical service provision.
- Issues referred by the Chief Executive Officer or Health Service Executive.

#### Transformation Innovation Collaborative

Metro South Health has also established the Executive Transformation and Innovation Committee (ETIC) that provides an executive level focus on innovation across the health service.

ETIC has a membership of executive and specialist staff from across the organisation and it meets on a monthly basis.

It is supported by the Transformation and Innovation Collaborative (TIC), which is a network of innovative people who together create the innovation culture in

Metro South Health. The collaborative includes people who understand innovation, think innovatively and make innovation happen.

TIC supports change and redesign projects on the ground in partnership with clinicians and stakeholders.

#### Professional Advisory Groups

Professional Advisory Groups enable and support optimal and consistent clinical service delivery across Metro South Health through facilitating co-operation and collaboration. The advisory groups:

- Provide strategic and operational advice to the Professional Executive Director, Metro South Hospital and Health Service in their role as the Professional representative on the Hospital and Health Service (HHS) Executive, including contribution to HHS planning, clinical governance, corporate issues and guidelines, legislative and regulatory issues.
- Consult with profession leadership groups to provide timely advice regarding strategic directions for each profession specifically related to workforce capability, competence and resourcing.
- Ensure there is alignment of Metro South Hospital and Health Service (MSHHS) professional initiatives with State-wide activities, including professional specific responses to discussion papers, involvement in and reports from working parties and committees, and synthesis and dissemination of information to MSHHS professional leaders.

## Review and reporting



Metro South Health is required to review the Clinician Engagement Strategy within three years. A dashboard will be produced annually to monitor the impact of the Clinician Engagement Strategy. Key measures recorded in the dashboard will include the following employee and organisational performance indicators:

- engagement culture
- attraction, retention and turnover
- employee satisfaction
- Work-life balance
- clinical outcomes.

Data will be extracted from the following sources:

- Metro South Health Staff Culture Survey (2 yearly)
- Queensland Government Work for Us Survey (annual)
- Clinician Engagement Survey (annual)
- Patient Experience Survey (annual)
- Innovation quotient (annual)
- Doctors Health and Wellbeing Research Study.

