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West Moreton Health

Engagement activity and outcomes report

Quarter 1 and Quarter 2 | 2020-2021 Financial Year
1 July 2020 to 31 December 2020

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Introduction

West Moreton Health values feedback and suggestions as we strive for continual improvement to the care we offer the community. Input from stakeholders – including consumers, community and staff – drives our decision-making and the co-design of clinical services, ensuring results are both relevant and achievable. This engagement with our stakeholders ensures good governance and informed decision-making. It promotes shared responsibility for decisions and fosters trust in the decision-making process.

West Moreton Health overview

West Moreton Health (WMH) provides public hospital, health and wellbeing services to almost 290,000 people across the Somerset, Scenic Rim, Lockyer Valley and Ipswich communities. The region spans the towns and cities of Esk in the north, Gatton to the west, Springfield and Ipswich in the east, and Boonah to the south.

Our demographics are diverse. More than 17% of the population were born outside Australia, 8% speak a language other than English at home and 4.1% are Indigenous Australians.

We are not without challenges. Currently, about a third of residents seek health care services elsewhere. There is a seven to eight-year gap in life expectancy for Indigenous peoples when compared with other Australians, a higher rate of chronic disease than the state average and socio-economic disadvantage affecting two in every three residents.

But we also see opportunities. There are strong communication networks in our communities, and West Moreton Health has forged robust relationships with these communities and our service delivery partners. We seek to transform our services with virtual care and technology so that we can deliver safe, reliable care closer to home. We see the opportunity to realise our potential through connection with the people we care for and their families.

Engagement Overview

West Moreton Health has developed an engagement strategy that underpins our decision-making partnership with stakeholders. In doing so, we have drawn on the [International Association of Public Participation \(IAP2\) model](#).

Our strategy maps our engagement with:

- consumers and community
- clinicians
- WMH staff
- a wide range of partners.

We recognise the great diversity within our region and use different approaches to reach different groups of stakeholders. We use feedback to help us understand varied points of view, gather comprehensive information, consider a range of opinions and identify common ground for future partnerships.

Reporting on activity and outcomes

The West Moreton Health Communication and Engagement team has compiled this report from the data and stories that come from our engagement activities.

This report provides West Moreton Health, our consumers and our community with information about how we engage and what we achieve when we partner with stakeholders.

Engagement requirements

In engaging with stakeholders, West Moreton Health conforms with specific requirements under the:

- *Hospital and Health Board Act 2011*
- *Australian Charter of Healthcare Rights*
- *National Safety and Quality Health Service Standards*
- *West Moreton Health Strategic Priorities*
- *West Moreton Health Engagement Strategy 2020-21*

Who we engage with

The Communication, Design and Engagement Activity and Outcomes Report provides quantitative (data) and qualitative (stories) records of the various activities undertaken by the organisation.

This report provides the organisation, our consumers and our community with information about how we engage and the key outcomes of engagement work.



Engagement activities - quarterly overview

A key challenge for the hospital and health service in late 2020 has been the COVID-19 situation which presented particular health, safety and economic challenges.

Our COVID engagement activities have strengthened existing partnerships and forged new ones. Communities felt empowered to contribute to achieving the best possible outcomes for their communities and provided vital information to West Moreton Health to help keep our communities safe.

West Moreton Health
November 11, 2020

West Moreton Health celebrated a deadly NAIDOC morning tea and Remembrance Day today. The Yugera Dancers performed the Welcome to Country at a morning tea in recognition of our wonderful First Nations staff. This year's NAIDOC Week theme 'Always Was, Always Will Be' recognises that First Nations Peoples have held a deep cultural and spiritual connection with this land for more than 65,000 years - one that every generation continues. #alwayswasalwayswillbe #NAIDOC2020

West Moreton Health
October 6, 2020

Our COVID clinic at Ipswich Hospital is open today and tomorrow from 9am to 4pm, then 11am to 5.30pm from Thursday. Drop in and get tested if you have symptoms. The clinic operates out of the Jubilee Building, slightly downhill from the Emergency Department off Chelmsford Avenue.

Our Gatton Hospital COVID clinic is open by appointment today from 8am to 8pm and 12.30pm to 8pm from tomorrow. Phone: (07) 5468 4113.

Both clinics are free and you don't need a GP referral, plea... See More



West Moreton Health
December 18, 2020

Ipswich Hospital changes this weekend

- Changes have been made at Ipswich Hospital to ensure the safety of staff, consumers and visitors in response to the COVID-19 cluster in Northern Beaches, Sydney.
- The level 2 entrance to Ipswich Hospital will be closed over the weekend.
- Staff, consumers and visitors are asked to enter through Level 6 on Chelmsford Avenue and use the QR code to check in. There will be hospital staff in attendance to help visitors.
- T... See More

West Moreton Health


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Coronavirus (COVID-19) | West Moreton Health
Coronavirus (COVID-19)

Communication overview


The COVID-19 response dominated communication activities for the last two quarters of 2020. The West Moreton Health Incident Management Team (IMT) developed scalable models of service provision for elective surgeries and outpatient services which needed to be communicated with stakeholders internally and externally. Likewise, Chief Health Officer directions directly affected visiting hours and COVID clinic operations on multiple occasions, warranting significant communication with staff, patients, visitors and the community. West Moreton Health's community partnerships, particularly with the GP community led by the West Moreton Darling Downs PHN, developed significantly during this period, as did our communication with these cohorts. The communication team also supported the IMT by reporting developments to staff after each IMT meeting and rolling out communication activities after every alteration to service. Demand for communication during several local outbreaks called for the use of Microsoft Teams forums as a means for staff and community members to engage directly with subject experts.

Our business-as-usual activities were severely curtailed in 2020 but where possible we continued to inform the community through traditional and social media and connect with staff through our usual suite of internal communications.

West Moreton Health



Message from
Dr Kerrie Freeman
Chief Executive



Caring Better Together

15 December 2020

Dear partners

As the year draws to a close and our minds turn towards relaxed gatherings with family and friends, I cannot help but feel optimistic about 2021. Our instinct when COVID began bearing down on us was to come together, and those partnerships forged in the heat of the moment will stand us in good stead for whatever 2021 brings our way.

An example of this is that we recently passed the milestone of 100,000 COVID tests in West Moreton. So many people contributed to this milestone that it impossible to thank them individually. The region's three Darling Downs West Moreton PHN clinics (at Health Matters Karalee, Flinders Peak Medical Centre and Kambu Booval), temporary clinics run by Mater Private Hospital Springfield and the Queensland Ambulance Service, the region's general practitioners and private pathology laboratories and West Moreton Health staff all contributed to this amazing achievement. Other community leaders have also supported the testing response and we are grateful to them.

1.2 Communications Activity

Communication Activity Type	No. of
COVID-19 related Media Statements	3
Master Plan coms, emails and phone calls	29
Media Statements	23
Message from Chief Medical Officer	9
Message from the Chief Executive	18
Message to Partners	12
Total	94

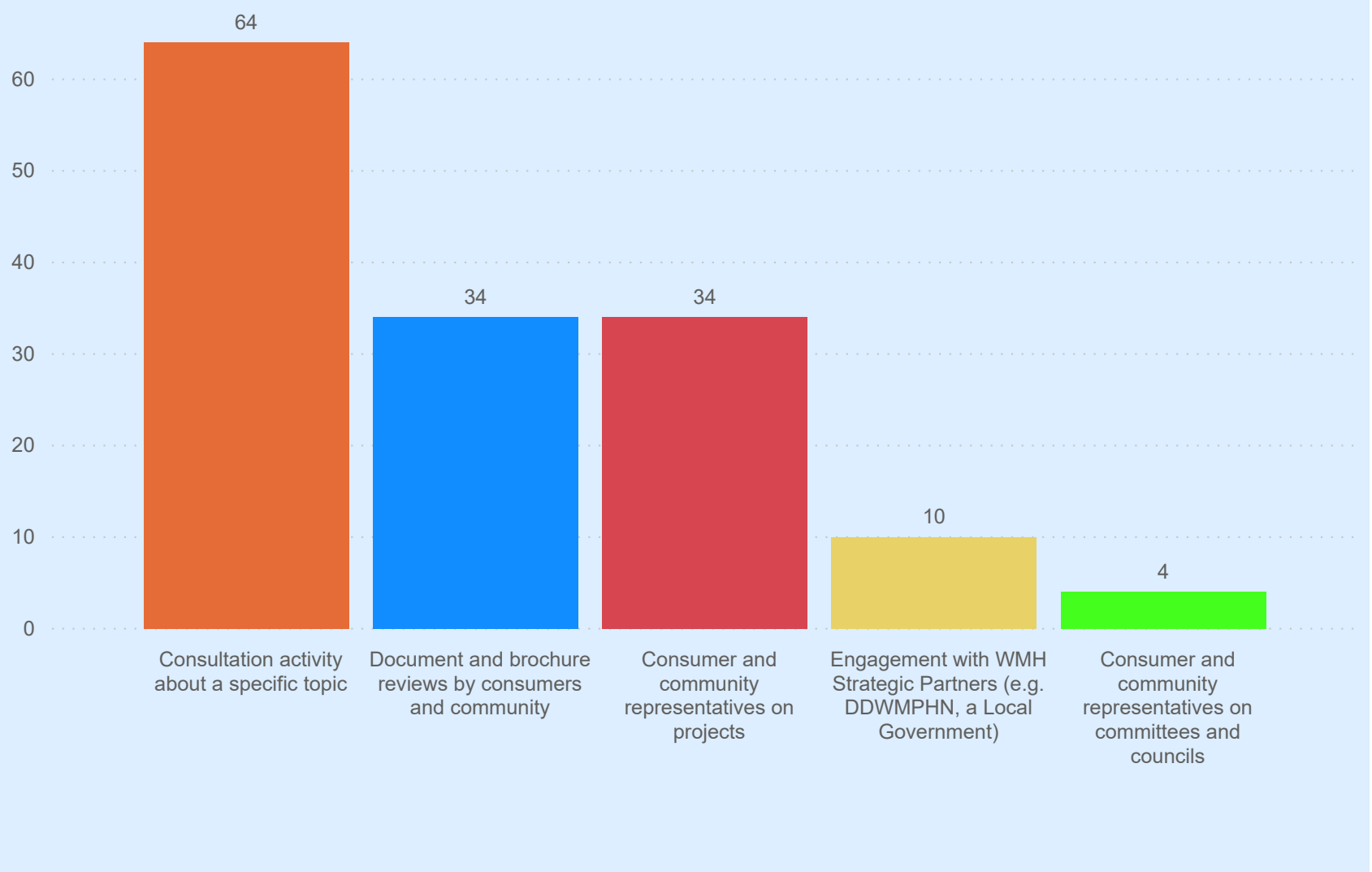
Types of engagement activities

West Moreton Health engages with consumers and community in a range of different ways. Consumers and carers were engaged in a range of activities and projects working on better understanding consumer and community needs to improve our services.

Although COVID-19 presented many challenges to the organisation and the community, it also provided opportunities to work together with consumers and community to keep our residents informed and safe. A significant number of engagement activities were held with consumers, carers, community members and partners to provide the most up to date COVID-19 information and to co-design and implement solutions tailored to the West Moreton community.

A significant increase in the number of consumers engaged in service improvement projects was seen in Quarter one and two compared to the previous year. There has been good feedback from consumers and project staff on the outcomes of involving consumers and carers in the evaluation and design of services.

1.3 Types of Engagement Activities



Engagement Activities against West Moreton Health Strategic Priorities

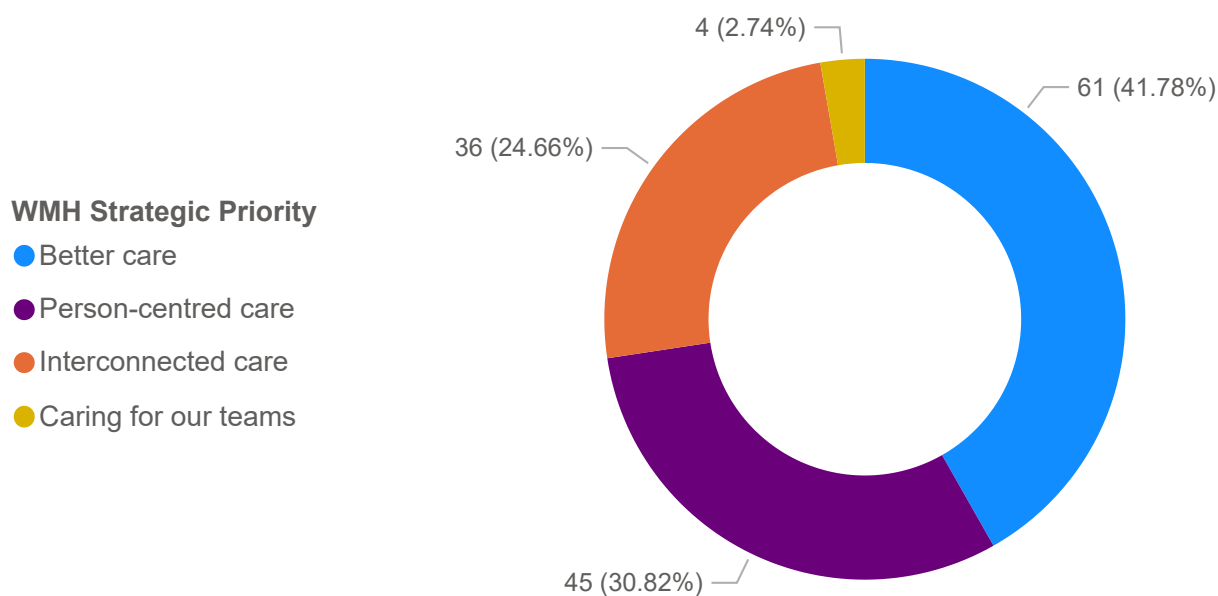
West Moreton Health's Strategic Priorities are Better Care, Person-centred Care, Interconnected Care and Caring for our Teams. Engagement activities are measured against the strategic priorities to indicate how we are partnering with consumers and community to meet the organisation's priorities.

Engagement activities responding to the Better Care strategic priority included co-designing and reviewing material such as brochures and patient fact-sheets, to ensure information is provided in a manner that is relevant and easily understood by the consumer.

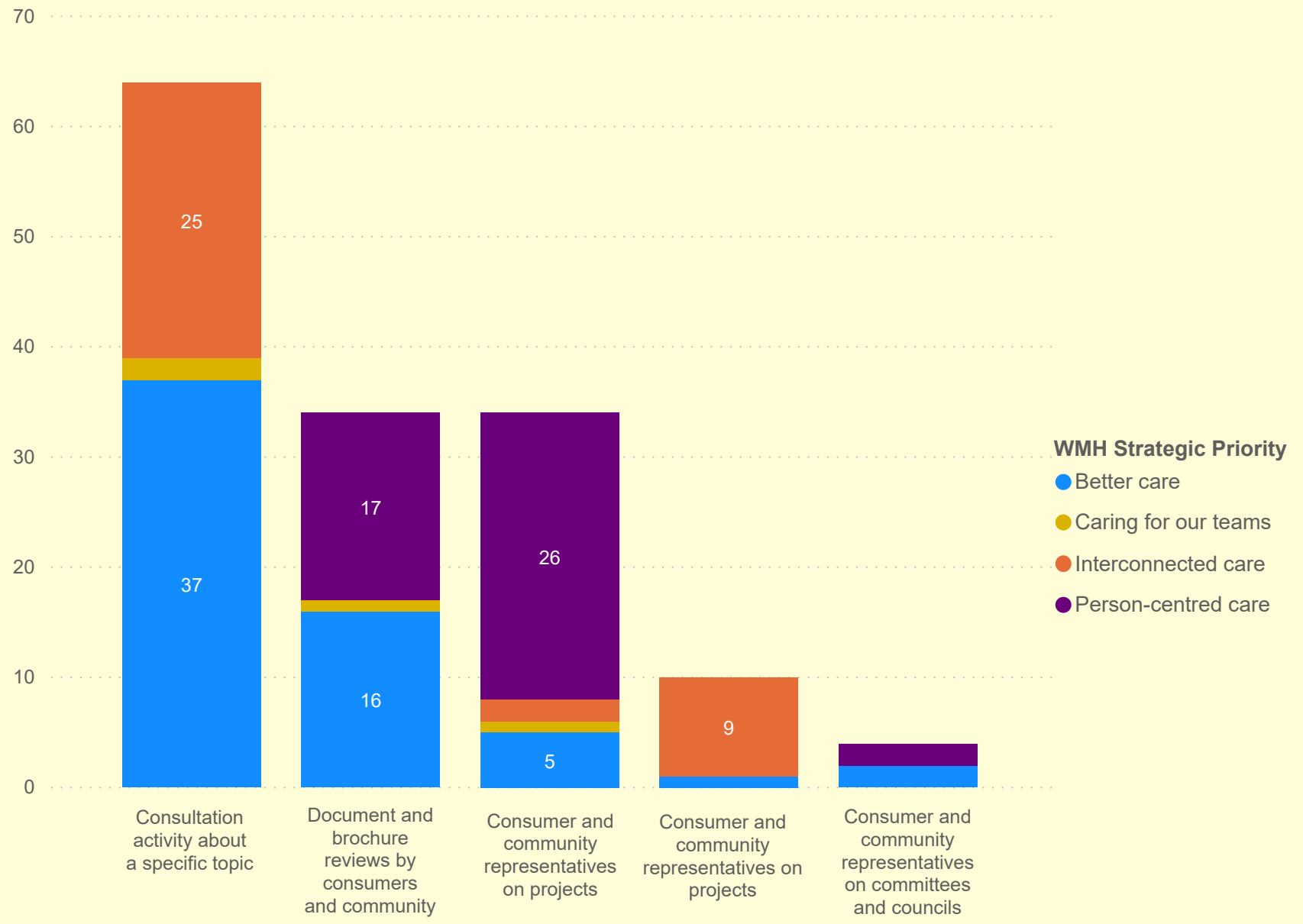
A key focus for the two quarters in the Person-centred Care priority area has been on service redesign projects in areas such as Care at the End of Life, Older Persons Services and the National Safety and Quality Health Services Standard 2.

Strengthening partnerships with other organisations has been key to responding to the COVID-19 situation - delivering on the Interconnected Care priority.

1.4 Engagement Activities against WMH Strategic Priorities



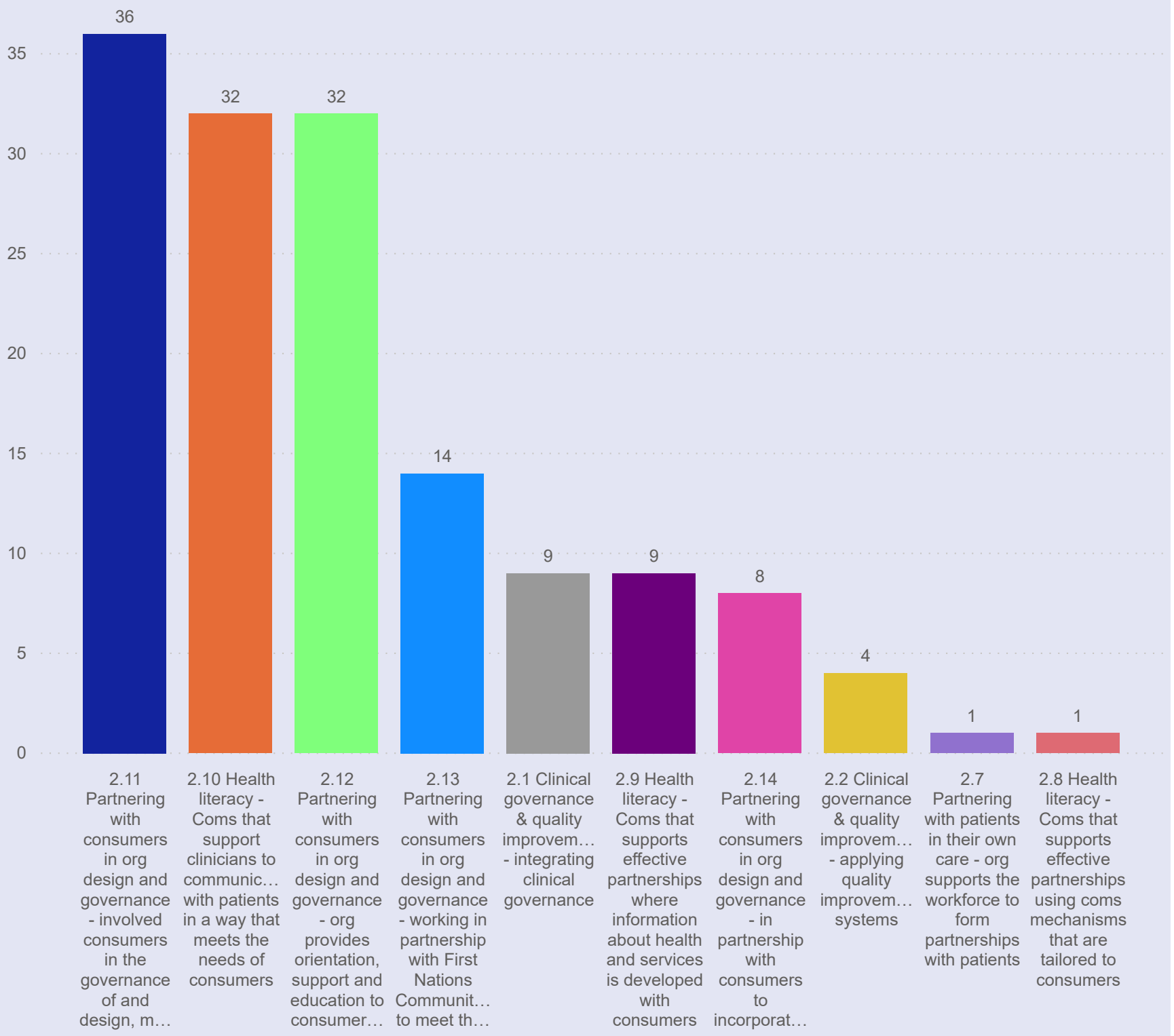
1.5 WMH Strategic Priority Areas and Type of Engagement Activity



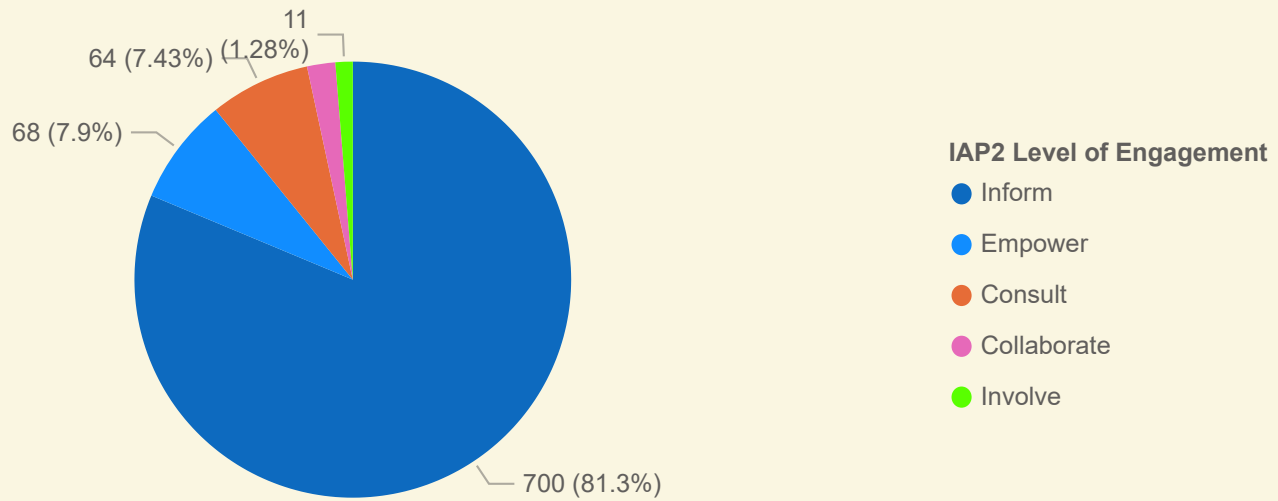
National Safety and Quality Health Service Standard 2 Engagement

The majority of engagement activities have focused on three of the Standard 2 priority areas: partnering with consumers and community in organisational design and governance (involving consumers in the governance of and design, measure and evaluations of healthcare), health literacy (Communications that support clinicians to communicate with patients in a way that meets the needs of consumers) and supporting consumers who are partnering with West Moreton Health.

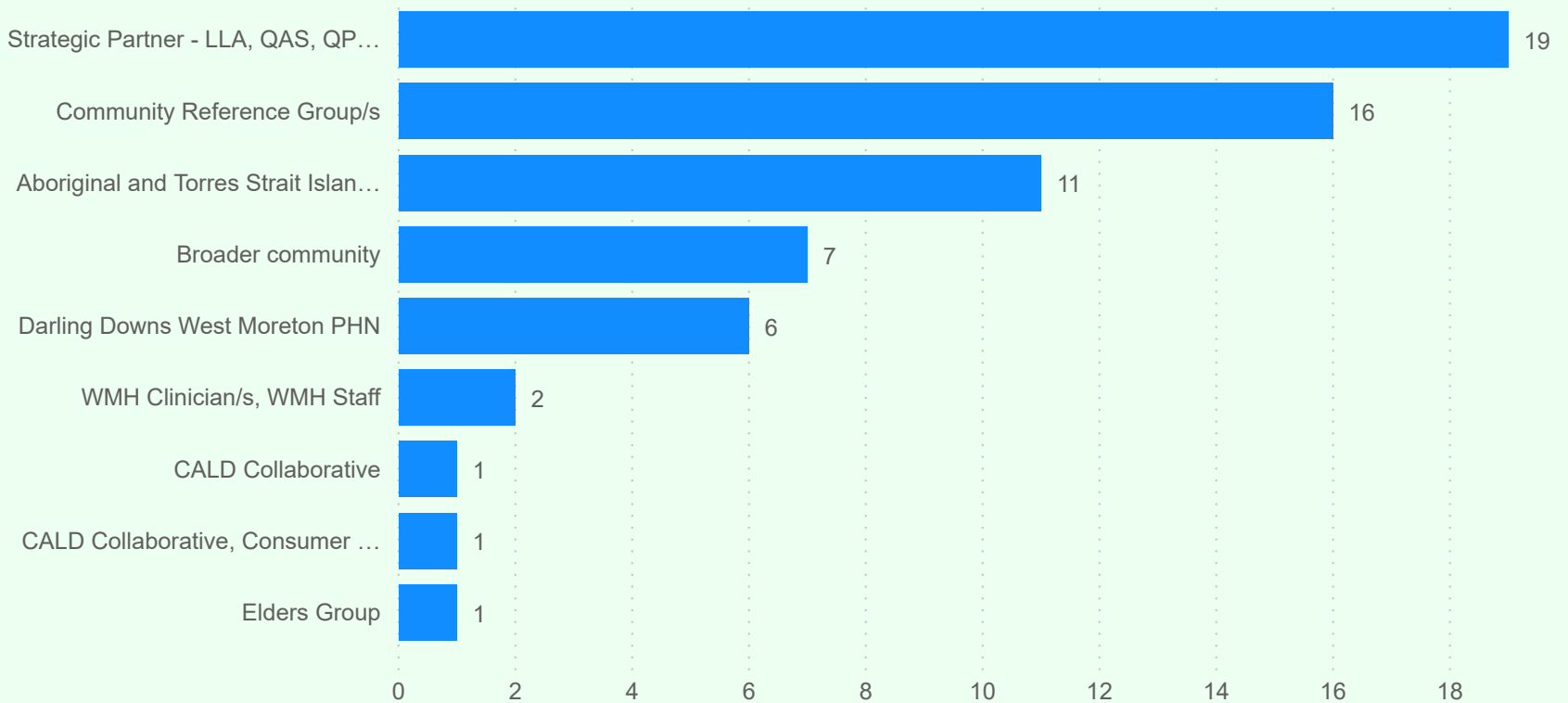
1.5 National Safety and Quality Health Service Standard 2 - Partnering with Consumers



1.6 Level of Engagement



Stakeholders Engaged in Broader Consultation Processes



Engagement Activities in relation to IAP2 levels and types of stakeholders engaged

Engagement activities at the Inform level of engagement (ie. providing information) has seen a large increase largely in response to the COVID-19 pandemic. This increase is in response to feedback from consumers and community about the need for more consistent information in a way that is easily understood.

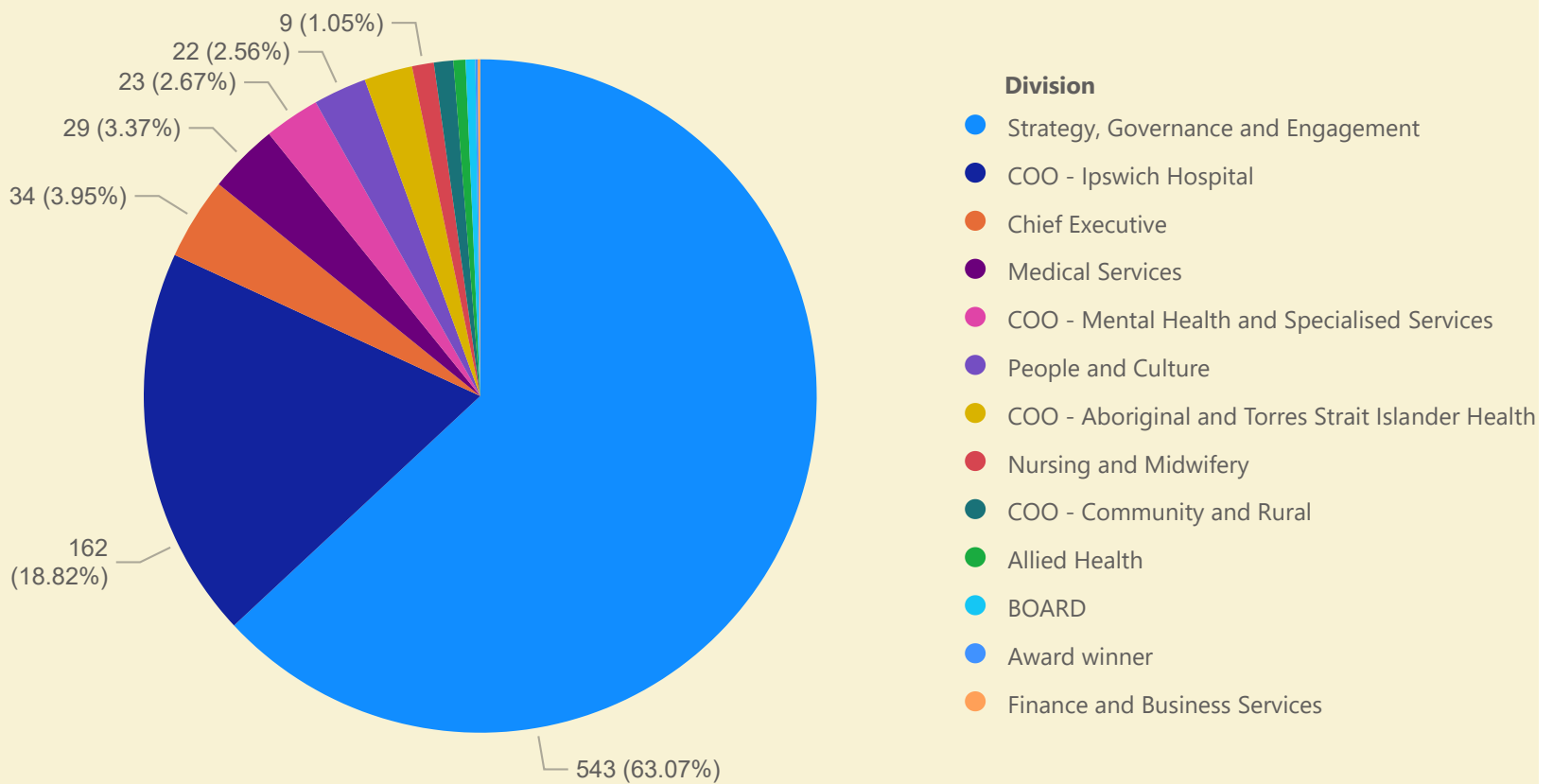
WMH have also focused on partnering better with stakeholders and other organisations, working together to provide services to the broader community.

Engagement activity by Division

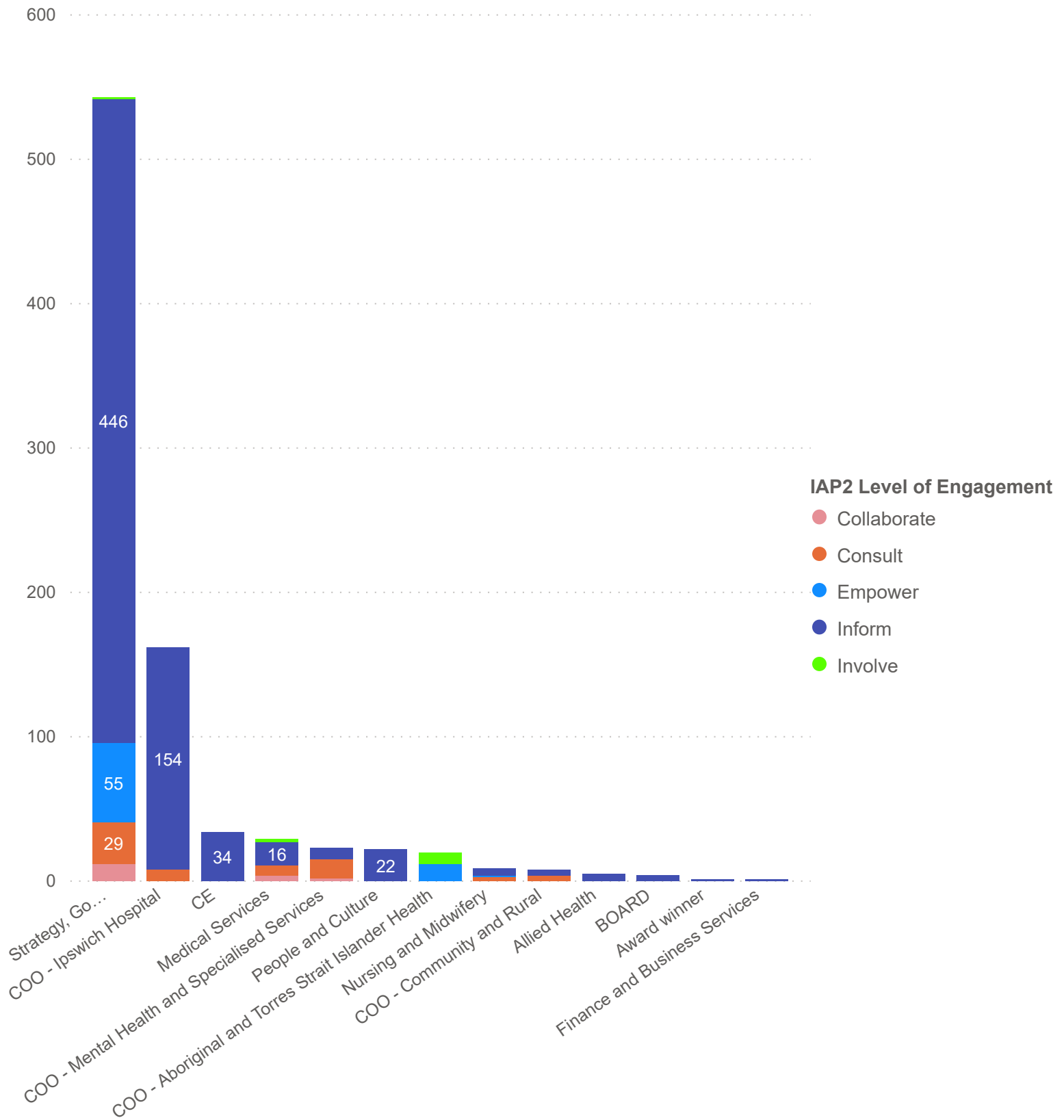
The majority of engagement work has been lead by the Strategy, Governance and Engagement Division of the organisation. much of the work has included COVID-19 engagement sessions with consumers and community and information sharing through WMH's Facebook and community updates.

Many of the service redesign projects have been lead by teams in the Chief Operating Officer's Division with a focus on working with consumers and carers to look for ways to improve consumer experiences.

2.1 Engagement Activity by Division



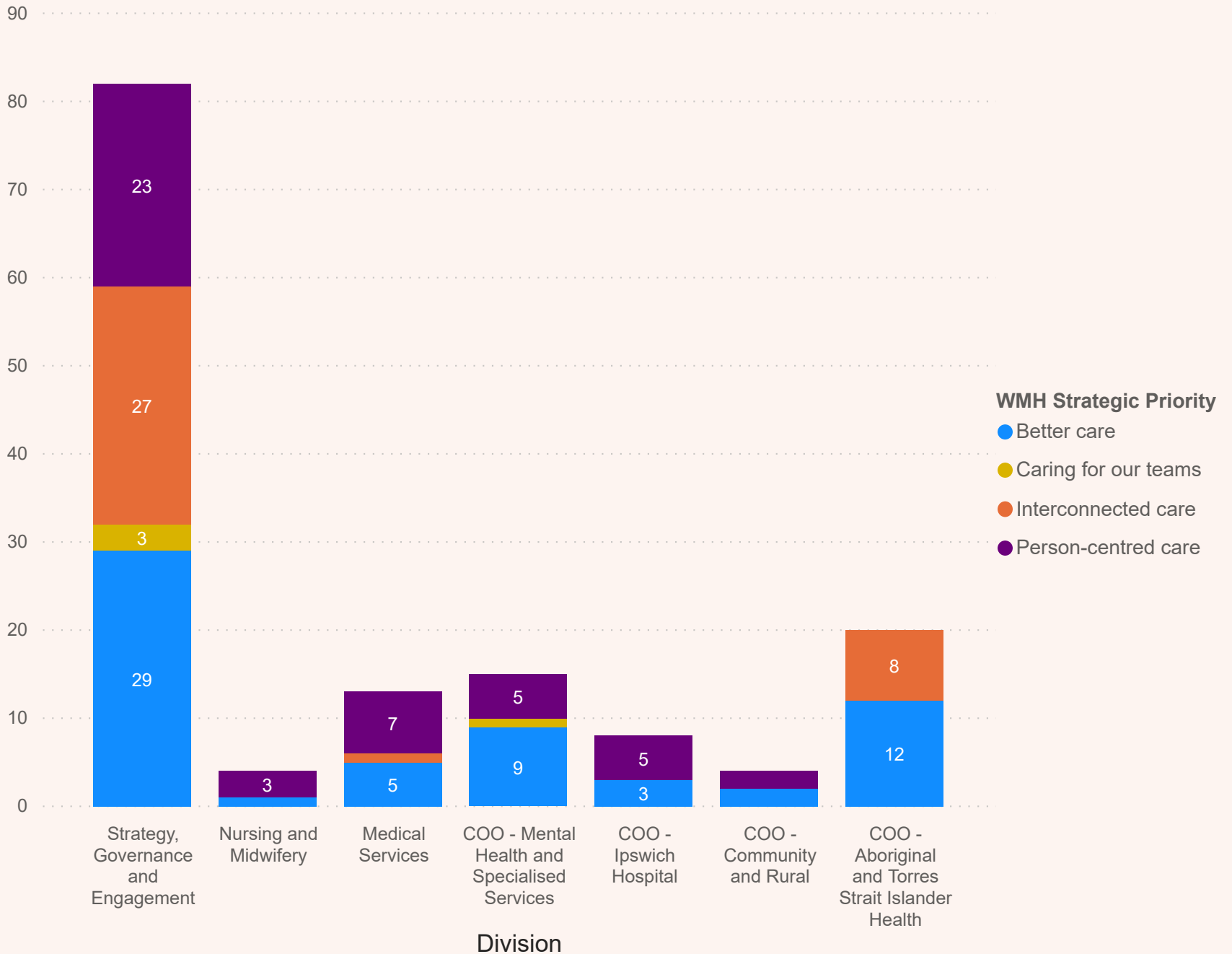
2.1 Level of Engagement by Division



The organisation has achieved a good balance of engagement activities focused on Better Care, Interconnected Care and Person-centred Care priority areas.

A range of promotional activities have been planned for Quarter 3 to highlight engagement opportunities to increase engagement activities to increase a focus on the Caring for our Teams priority area.

2.2 WMH Strategic Priority by Division



Consumer Engagement Stories

The Nephrology Business Case for Renal Services

Background

The WMH Nephrology Service is a satellite unit based on Chelmsford Avenue, across the road from the Ipswich Hospital.

West Moreton residents who have moderate to high complexity nephrology care needs are referred to Metro South Health.

To meet the immediate and growing renal care needs of the West Moreton population, assist West Moreton residents in accessing Nephrology services closer to home, and alleviate the substantial pressure placed by outflow of West Moreton residents to other Hospital and Health Services, West Moreton Health is in the process of submitting a Nephrology Service Business Case which will be reviewed by the Department of Health in December 2020.

Overview

As a part of this work, six current West Moreton consumers were engaged and interviewed to understand what is currently working well within the service and areas which require change to improve care and outcomes. Specific interview questions included:

What is working well in the current service? What are the key challenges? What are the ideas to overcome challenges and expand the service? Is there feedback on care closer to home?

Outcomes, benefits and learnings

The insight provided by these consumers was invaluable. The Business Case proposes a seven-phased response over a 12-year period which includes commencement of peritoneal dialysis at West Moreton Health, the establishment of an Acute Nephrology Hub at the Ipswich Hospital, the commencement of a virtual health specialist outpatient program, the establishment of a spoke Haemodialysis Service at Laidley Hospital, and commencement of Haemodialysis in the home. Prior to this endorsement, two of these consumers will be reengaged to support the implementation of a Chronic Kidney Disease Clinic pilot in December using Telehealth between Gatton and Ipswich. Prospective planning for these new services will be undertaken in full consumer codesign, with this planned method included in the 12-year planning process.

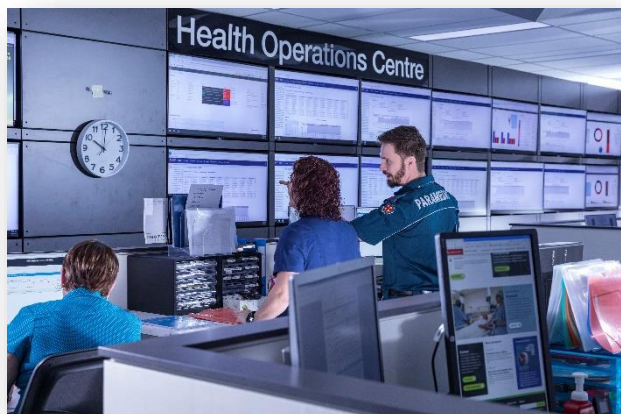


The consumers voice...

- West Moreton Health existing capacity and the initial wait-time to be seen in Ipswich requires improvement
- No inpatient or acute dialysis capability in Ipswich causes challenges with long travel to the PAH and negatively impacts the ability of carers and family to visit
- Increase the number of dialysis chairs and build inpatient and acute dialysis capacity and capability at the Ipswich Hospital
- Support rural patients to complete dialysis in a facility located between Ipswich and Toowoomba
- Consumers want their treatment to be provided by WMH

Consumer Engagement Success Stories

The COVID-19 response plan for Supported Accommodation services



Background

West Moreton Health has 23 supported accommodation services that house up to 840 vulnerable clients. The risk for these consumers in the pandemic environment is heightened, by their cognitive and mental health challenges, as well as disabilities. This group is of significant risk of outbreak, there is well documented trauma responses to health professionals, which will cause difficulties in an emergent response environment, heightening risk of community spread in both this vulnerable community and to the wider community.

Overview

Due to the urgency surrounding pandemic planning and risk for the community a short project timeframe was decided, with meetings three times per week scheduled. Consumer engagement was actively sought with a disability consumer present at each project meeting from the inception of the work. In total, the group met eleven times, with two out of session meetings scheduled with the consumer to further understand the likely barriers to care in the event of a pandemic escalation in this community. The response plan incorporates direct learnings from these sessions, including the use of medical jargon, medical uniforms as trauma triggers for many of these consumers. Information packs have been developed in partnership with this consumer, additionally, simulation sessions planned across the region, the intent to desensitize vulnerable people from a trauma response indicated as likely, if a team of health professionals arrived in PPE ready to undertake COVID-19 swabbing/ screening processes.

Outcomes, benefits and learnings

The insight provided by this consumer was invaluable, significant bespoke mitigations have been included in the plan ready for teams to consider in the event of a cluster break-out or a need for quarantine with this group. The advice provided by this consumer will improve access to care for these consumers and will assist the response team in a fit for purpose response to a highly vulnerable group of people, mitigating significant risk for these consumers, and to the community as a whole.

Consumer Engagement Success Stories



Clinical Redesign of Rehabilitation Services

Background

The Rehabilitation Services Clinical Redesign project aims to establish an integrated Rehabilitation service across multiple sites within West Moreton Health to deliver a more sustainable service and model of care into the future.

Overview

As a part of the project diagnostics, consumer interviews were undertaken, the project team met with two consumers who had received care at two of the West Moreton facilities. Some additional informal consumer discussions also occurred with current inpatients in Boonah Hospital. The consumers had very different journeys of care which meant their differing perspectives and experiences provided the project with feedback that will assist with the solution design planning. The consumers told us that it was important for them to know about the service details in advance, should they be considered for transfer during their period of care, and the importance of feeling cared for by the staff during their recovery. Being able to provide feedback on their experience after they were discharged was not a high priority for them.

Outcomes, benefits and learnings

The insight provided by the consumers will add to further consumer engagement activities that will be utilised during the solution design phase. This is likely to include the review and/or development of a communication plan with consumers to ensure patients are provided with the right information the facility they may be transferred to. Development of a support materials and additional guidance on feedback on the implementation of changes will also be sought as the project progresses.



Consumer Engagement Success Stories



Community Health Profiles

Background

The Community Health Profiles (CHP) were developed to provide our organisation and the West Moreton community with information about the general health of the region. This document describes the latest health trends of the community, our community needs (current and future) and the planning in progress to ensure we can continue to provide the best possible care for the community we serve.

At a high level the information and data includes:

- population health and demographic data
- population growth and health service demand
- health services and utilisation data, including self-sufficiency, outflows and SRGs.
- community needs (as felt by the community).
- clinical and infrastructure priority areas

Overview

As a part of the data collection a survey was developed with the intent to collect information from WMH's Community Reference Groups regarding health and social concerns in their community. The WMH has Community Reference Groups across each of the Local Government Areas in the West Moreton region including Somerset, Fassifern, Lockyer Valley, Springfield/Ripley and Ipswich. The survey design was created to capture health concerns of the community, access to healthcare, supply and demand, other health and social trends impacting the community.

Outcomes, benefits and learnings

The Community Reference Groups were not previously utilised as a qualitative data source for the CHP, however in 2019 the CRG's and the value they could contribute to this report was brought to the forefront. It provided a channel for community voice to be heard across the organisation and community and provided valuable information on community need across our whole region. The CHP was a successful communication tool for WMH and generated the following outcomes for WMH and the community.

- Brought the consumer/community voice into West Moreton's planning agenda.
- Informed the broader business of key information, data, needs and priorities for the different planning regions of West Moreton.
- Allowed for timely response to internal and external requests for data and information.
- Informed the public of key areas of need within West Moreton
- Supported and informed decision making for West Moreton Health

Outcomes and improvements that are triggered as a result of this regional pool of information will be fed back to these community members so that their words and insights can be seen as translating into action.