

# Partnering with Consumers and Community Plan 2016–19

Incorporating the Community Participation Plan, Aboriginal Health Plan, Cultural Responsiveness Plan and Disability Action Plan





# Introduction

The Royal Victorian Eye and Ear Hospital Partnering with Consumers and Community Plan 2016–19 provides a coordinated organisational-wide approach to improving the care we provide.

The plan demonstrates our commitment to partnering with our consumers, whether they be patients, their family and/or carers, or community members. The Eye and Ear embraces diversity, supports people with disabilities and actively seeks to close the health gap for Aboriginal and Torres Strait Islander people.

The four year plan is supported by, and aligns with the hospital's vision of 'improving quality of life through caring for the senses' and commitment to partnering with consumers and communities.

The plan provides a framework for action and activities that support the hospital's commitment and progress towards working in partnership with consumers and the community.

The value of consumers as active partners in decision making at all levels is increasingly recognised around the world as an important component in the delivery of better services that lead to better outcomes.



# The components of the plan

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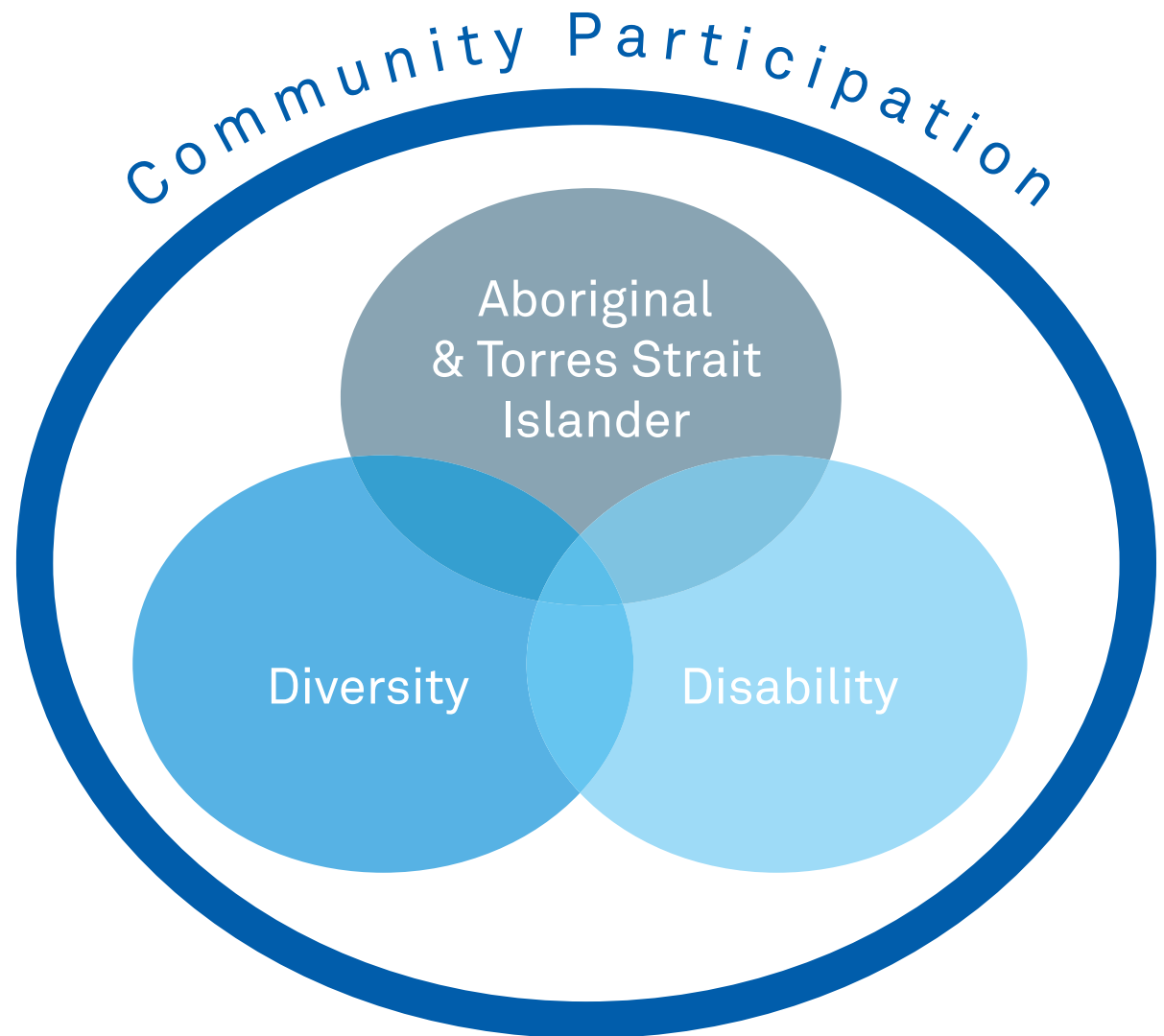
PARTNERING WITH CONSUMERS  
AND COMMUNITY PLAN 2016-19

The Royal Victorian Eye and Ear Hospital recognises that promoting equitable access to health care and treatment to communities most at risk of poor health care outcomes, is an essential component in the provision of high quality, safe and effective healthcare.

Three specific communities have been targeted in the plan:

1. Consumers who identify as Aboriginal and/or Torres Strait Islanders
2. Consumers with diversity issues impacting on health care, eg Culturally and Linguistically Diverse (CALD), gender identity and sexual orientation, rural and regional location, and older adults
3. Consumers with a disability

The final component which ties the plan together is the active support of the community participation and patient centred care.







# Mission, Vision and Values

The Eye and Ear's focus is on providing the very best patient care possible. We strive to partner with our patients and community to apply new and effective models of care, invest in research and training, and build and share our knowledge to improve eye and ear health.

The hospital's vision, mission and values highlight caring and respecting our consumers and partnering with them to provide effective patient centred care. In the Strategic Plan 2013-18, one of the five strategic priorities is to partner with our consumers, communities and other organisations to deliver improved eye and ear health.

## Inputs into this plan

Consultation has included reviewing patient feedback, surveys, consultation workshops, staff consultation, targeted stakeholder and peak body consultation and a broad social media feedback campaign. The design and development of the plan has been championed by the Community Advisory Committee and supported by hospital committees and working groups, such as the Diversity and DisAbility and the Partnering with Consumers Committee.

# Legislative drivers, policies and guidance

## Legislation

The plan is informed by principles contained in the following legislation focused on addressing and preventing discrimination, and improving access to services:

- *Racial and Religious Tolerance Act 2001*
- *Disability Services Act 2006*
- *The Charter of Human Rights and Responsibilities Act 2006*
- *Equal Opportunity Act 2010*
- *Multicultural Victoria Act 2011*
- *Mental Health Act 2014*

## National context

The Australian Safety and Quality Framework for Health Care describes a vision for consumer centred care for all Australians, and sets out actions needed to achieve this vision.

Partnering with Consumers is one of the National Safety and Quality Health Service Standards, ensuring monitoring and evaluation of patient centred care and participation. The intention of the standard is to create a health service that is responsive to consumer input and needs.

The key criteria for the Partnering with Consumers standard are:

- **Consumer partnership in service planning:**  
Clinical leaders and service managers ensure governance structures are in place to form partnership with consumers.
- **Consumer partnership in designing care:**  
Mechanisms for consumers to actively participate in the health service organisation processes are in place to improve patient experience.

- **Consumer partnership in service measurement and evaluation:**  
Consumers, health care professionals and service managers receive information on and contribute to the monitoring, measurement and evaluation of health service organisation's performance.

## Victorian context

The plan also takes into account government expectations of the Eye and Ear in relation to community engagement and participation and references specific frameworks.

## Cultural Responsiveness Framework - Guidelines for Victorian Health Services 2009

- **Standard 1** – A whole-of-organisation approach to cultural responsiveness is demonstrated.
- **Standard 2** – Leadership for cultural responsiveness is demonstrated by the health service.
- **Standard 3** – Accredited interpreters are provided to patients who require one.
- **Standard 4** – Inclusive practice in care planning is demonstrated, including but not limited to dietary, spiritual, family, attitudinal and other cultural practice.
- **Standard 5** – CALD consumer, carer and community members are involved in the planning, improvement and review of programs and services on an ongoing basis.
- **Standard 6** – Staff at all levels are provided with professional development opportunities to enhance their cultural responsiveness.



## Improving Care for Aboriginal and Torres Strait Islander Patients (ICAP)

- **Key result area 1** – Establish and maintain relationships with Aboriginal communities and services.
- **Key result area 2** – Provide or coordinate cross-cultural training for hospital staff.
- **Key result area 3** – Set up and maintain service planning and evaluation processes that ensure the cultural needs of Aboriginal and Torres Strait Islander people are addressed when referrals and service needs are being considered, particularly in regards to discharge planning.
- **Key result area 4** – Establish referral arrangements to support all hospital staff to make effective primary care referrals and seek the involvement of Aboriginal and Torres Strait Islander workers and agencies.

## aDAPting to Disability

- **Outcome area 1** – Reducing barriers to persons with a disability accessing goods, services and facilities.
- **Outcome area 2** – Reducing barriers to persons with a disability obtaining and maintaining employment.
- **Outcome area 3** – Promoting inclusion and participation in the community of persons with a disability.
- **Outcome area 4** – Achieving tangible changes in attitudes and practices which discriminate against persons with a disability.







### Doing it with us not for us: Strategic direction 2010–13

- **Standard 1:** The organisation demonstrates a commitment to consumer, carer and community participation appropriate to its diverse communities.
- **Standard 2:** Consumers, and, where appropriate, carers are involved in informed decision making about their treatment, care and wellbeing at all stages and with appropriate support.
- **Standard 3:** Consumers and where appropriate, carers are provided with evidence based, accessible information to support key decision-making along the continuum of care.
- **Standard 4:** Consumers, carers and community members are active participants in the planning, improvement, and evaluation of services and programs on an ongoing basis.
- **Standard 5:** The organisation actively contributes to building the capacity for consumers, carers and community members to participate fully and effectively.

### Other relevant policies and guidelines include:

- Koolin Balit 2012-2022
- Closing the Gap – Victoria
- Karreeta Yirramboi, the Victorian Public Sector Aboriginal Employment Action Plan
- Refugee and asylum seeker health and well being
- Lesbian, gay, bisexual, transgender, and intersex (LGBTI) health and wellbeing
- Language Services Policy 2013

# Aligning the plan

The The Eye and Ear Hospital took a consolidated view of the requirements associated with the guidelines on pages 4-5, frameworks and standards.

**The aim of the Partnering with Consumers and Community Plan 2016-19 is to bring together the requirements into one overarching plan that clearly sets out the strategies and outcomes for actively demonstrating our commitment to providing relevant services for our consumers.**

The plan has been framed around the three key criteria for Partnering with Consumers under the National Safety and Quality Health Service Standards.

Each of the objectives of the Community Participation Plan (*Doing it with us not for us 2010-2013: Department Human Services*), Aboriginal Health Plan, Disability Action Plan, Cultural Responsiveness Plan have been mapped to the three key criteria (See Appendix 1 for mapping).

## The consolidation aims to:

- Build capacity and momentum through the alignment of community participation, patient centred care, cultural responsiveness, diversity and equity
- Consolidate reporting requirements to reduce duplication whilst meeting legislative, regulatory and policy requirements
- Strengthen accountability mechanisms and consistency

# Implementation

The Eye and Ear's Partnering with Consumers Committee will take responsibility for overseeing the implementation of the plan, reporting to the Executive Committee and the Community Advisory Committee. The Partnering with Consumers Committee is chaired by an executive sponsor and has broad representation across the hospital including medical, nursing, allied health, human resources, Aboriginal liaison, community engagement, marketing and communication and social services. The group also includes two consumers.

The Diversity and DisAbility working group will also provide implementation support.

Implementation will be the responsibility of all departments and services across the Eye and Ear to ensure a whole of health service response.





# Reporting

Internally, reporting on progress of the plan will be provided bi-annually to the Executive Committee and the Community Advisory Committee.

The community will be updated on achievements of the plan annually in the Quality of Care publication. A formal report covering the key objectives of the Community Participation Plan will be provided annually to the Department of Health and Human Services.

An annual implementation plan will be developed by the Partnering with Consumers committee, approved by executive and endorsed by the Community Advisory Committee. This will ensure the implementation actions stay relevant through the life of the plan.



# Partnering with Consumers and Community Plan 2016-2019

(Incorporating the Community Participation Plan, Aboriginal Health Plan, Cultural Diversity Responsiveness Plan and Disability Action Plan)

| Key Criteria 1: Consumer partnership in service planning  |   |                                |
|---|---|--------------------------------|
| Strategies  | Outcomes  | Timeframe                      |
| <p><b>Establish and maintain governance and support systems that actively promote, support and embed consumer participation</b></p> <ul style="list-style-type: none"> <li>Continue to expand consumer participation and support a diverse and representative consumer register.</li> <li>Undertake an annual evaluation of the consumer register, consumer support processes and implement recommendations.</li> <li>Routinely use patient stories in publications, training, presentations and communications to promote and support patient centred care and participation.</li> <li>Include consumers in the review of policies and procedures where appropriate.</li> <li>Hold bi-monthly Community Advisory Committee meetings and complete an annual review and action plan for the committee.</li> <li>Develop a procedure to support the inclusion of consumers in recruitment interviews and implement/trial procedure for relevant roles.</li> </ul> | <p>Comprehensive governance and support systems in place that expand and embed consumer participation.</p> <p>Increased number and diversity of registered consumer opportunities for consumer partnership.</p> | <p>Dec 2016</p> <p>Ongoing</p> |
| <p><b>Provision of accessible, evidence based, consumer reviewed information to patients, supporting informed decision making</b></p> <ul style="list-style-type: none"> <li>Ensure all patient information developed by the hospital is consumer reviewed.</li> <li>Increase access to translated information in formats suitable for Culturally And Linguistically Diverse (CALD) audiences.</li> <li>Review website to ensure accessibility (with a focus on the needs of people with vision and hearing impairments, and language diversity).</li> <li>Review information on transport support for rural patients and ensure clarity and accessibility of information.</li> </ul>   | <p>Consumer review completed for all patient information developed by the hospital.</p> <p>Increased accessibility to patient information with a focus on website accessibility and translated material.</p>    | <p>Ongoing</p> <p>Dec 2017</p> |

## Key Criteria 1: Consumer partnership in service planning

| Strategies   | Outcomes   | Timeframe                                    |
|--|--|--|
| <p><b>Actively strengthen partnerships with our community enabling inclusive consultation and communication</b></p> <ul style="list-style-type: none"> <li>• Deliver, monitor and evaluate the Healthy Ears Outreach Clinic in partnership with the Victorian Aboriginal Health Service.</li> <li>• Strengthen partnerships with community peak bodies representing diverse groups (including vision, hearing, cultural and rural communities).</li> <li>• Actively seek to recruit consumer representation from diverse and representative groups.</li> <li>• Participate in relevant activities lead by the primary care partnerships and Primary Care Networks.</li> <li>• Build on the Memorandum of Understanding (MOU) with St Vincent's Health to build capacity and support for Aboriginal patient support services.</li> <li>• Actively participate in and support the goals of the Koolin Balit - Aboriginal Eye Health Advisory Group.</li> </ul> | <p>Consumer and community consultation inclusive and representative of patient and community cohort.</p> <p>Partnerships established and maintained promoting service provision and support focused on facilitating access for hard to reach patient groups.</p> | <p>Jan 2017 and ongoing</p>                  |
| <p><b>Demonstrate leadership in diversity</b></p> <ul style="list-style-type: none"> <li>• Provide training opportunities to all staff on diversity and working with interpreters.</li> <li>• Provide cultural awareness training to staff.</li> <li>• Coordinate activities celebrating diversity including key events and patient stories.</li> <li>• Ensure accredited interpreters are provided for consumers who require one. Annual evaluation of the interpreter service to review demand and service issues.</li> <li>• Coordinate bi-monthly Diversity and DisAbility Working Group meetings to oversee relevant actions and seek advice from key stakeholders and consumer representatives.</li> </ul>   | <p>An inclusive environment supported for staff and patients.</p> <p>Improved utilisation of sustainable models of interpreting based on best practice guidelines (telephone, face to face).</p>   | <p>Sept 2017</p> <p>Nov 2017 and ongoing</p> |
| <p><b>Actively support and engage workforce diversity</b></p> <ul style="list-style-type: none"> <li>• Implement, monitor and evaluate the Aboriginal Employment Plan.</li> <li>• Ensure recruitment processes facilitate reasonable adjustments for employees with a range of disabilities to enable them to do their job.</li> <li>• Provide managers information and support promoting inclusive recruitment and retention practice and support.</li> <li>• Implementation of the Health and Wellbeing Plan 2016-2019.</li> </ul>   | <p>Policy and procedures support equity in access to employment.</p> <p>Improved organisational understanding in relation to the attraction and retention of a diverse workforce.</p>  | <p>Aug 2016</p> <p>Jan 2017</p>              |



## Key Criteria 2: Consumer partnership in designing care

| Strategies  | Outcomes  | Timeframe   |
|---|---|---|
| <p><b>Partner with consumers to design the way care is delivered</b></p> <ul style="list-style-type: none"> <li>• Increase the number of consumer representatives involved in service improvement and redesign work, and consistently record contribution and impact.</li> <li>• Actively include consumers and community representation in redevelopment planning and record contribution and impact.</li> <li>• Ensure all relevant committees have a consumer representative member.</li> <li>• Implement the telehealth strategy in consultation with consumers/community representatives.</li> </ul>   | <p>Consistent and comprehensive evidence of consumer participation in service development, planning and redevelopment.</p>  | <p>Ongoing</p>                                      |
| <p><b>Improve our understanding of our consumers and community</b></p> <ul style="list-style-type: none"> <li>• Consistently seek feedback from, and partnerships with, consumers and services that represent our diverse patient cohort.</li> <li>• Record and report on diversity data and monitor through the Diversity and DisAbility Working Group - including complaints/incidents and language data.</li> <li>• Actively promote the need to 'ask the question' (Aboriginal and/or Torres Strait Islander origin) and monitor reporting accuracy.</li> </ul>   | <p>Feedback activity sought from patients and used to inform service development.</p> <p>Diversity data collected and reviewed to inform current and future support.</p> <p>Ask the question data quality improved with a reduction in 'not asked' or inaccurate recording.</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Feb 2016</p>       |
| <p><b>Actively promote and support patient centred care</b></p> <ul style="list-style-type: none"> <li>• Provide all staff access to patient centred care training.</li> <li>• Patient centred principles represented in recruitment processes, position descriptions and performance appraisals.</li> <li>• Implement a health literacy campaign/event to empower patients to be active participants in their health care and support self-management.</li> <li>• Implement a patient tracking and queuing system in partnership with consumers.</li> <li>• Develop and implement processes to ensure patients are consistently informed of waiting times both before attending the hospital and throughout their attendance.</li> </ul> | <p>Training and support provided to continuously promote patient and family centred care practice.</p> <p>Health literacy actively promoted and supported.</p> <p>Patients consistently report improved experience of waiting in the hospital.</p>                              | <p>Ongoing</p> <p>August 2018</p> <p>March 2018</p> |

### Key Criteria 3: Consumer partnership in service measurement

| Strategies   | Outcomes  | Timeframe                       |
|--|---|---------------------------------|
| <p><b>Promote transparency of information to consumers and the community on quality and safety and services</b></p> <ul style="list-style-type: none"> <li>Routinely publish and promote quality and safety data to patients and staff in various formats including posters, publications, website, social media and my health website.</li> <li>Expand social media profile to expand opportunity for feedback and consultation with the community.</li> <li>Develop a communication framework to support the National Standards and inclusive participation.</li> </ul>  | Consistent evidence of the provision of quality and safety data to consumers and the community.   | June 2017 and ongoing           |
| <p><b>Routinely involve consumers in the collection, analysis and action planning in response to Consumer feedback</b></p> <ul style="list-style-type: none"> <li>Seek regular feedback from patients and carers including patient experience data, Victorian Health Experience Survey data and patient satisfaction surveys. Complete an annual report with recommendations.</li> <li>Routinely review patient feedback data through the Community Advisory Committee and the Partnering with Consumers Committee.</li> <li>Include patient stories and consumer feedback in the development of education and training packages.</li> </ul>   | Consumers are consistency and routinely involved in the collection, analysis and action planning in response to consumer feedback.                  | Ongoing                         |
| <p><b>Create a welcoming and accessible organisation</b></p> <ul style="list-style-type: none"> <li>Implement targeted campaign to encourage staff to introduce themselves.</li> <li>Ensure changes in way-finding, signage and access meet current standards and are developed in consultation with representative consumers and community members.</li> <li>Provide targeted training, support and resources to staff promoting disability awareness.</li> <li>Seek consumer partnership and feedback in the development of a welcoming environment with a focus on stress reduction and cultural inclusion.</li> <li>Exhibit Aboriginal artwork and Welcome to Country plaques in the hospital.</li> <li>Establish a quiet space/sacred space in the hospital for patients, carers and families.</li> <li>Review opportunities to improve access to food and drink for patients, particularly after hours.</li> </ul> | Organisation is welcoming and accessible for our diverse consumers.   | December 2017                   |
| <p><b>Actively promote continuity of care for patients and their carers.</b></p> <ul style="list-style-type: none"> <li>Increase the percentage of GP communication provided on discharge (ED and Inpatients) and defined points of care.</li> <li>Participate and contribute to the Koolin Balit Project 'Strengthening eye care pathways and eye care access' across North West Melbourne region.</li> <li>Seek opportunities to participate in service system pathway development and goal directed care planning initiatives for relevant conditions to improve consistency of care and service transitions.</li> </ul>  | <p>Consistent, quality and timely information provided to GPs and referral services.</p> <p>Improved continuity of care supported for patients.</p> | <p>Dec 2016</p> <p>Dec 2019</p> |

# Appendix one

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| Partnering with Consumers<br>National Standards 2   | Doing it with us, not for us<br>Standards for consumer, carer and community participation                                      |   |   |   |  | Community responsiveness*<br>Incorporating the objectives of - The Disability Action Plan, Cultural Responsiveness Framework and Aboriginal Health Plan |   |   |  |   |                                       |  |
|---|--|---|---|---|--|---|---|---|--|---|---------------------------------------|--|
|   | The Eye and Ear demonstrates a commitment to consumer, carer and community participation appropriate to its divers communities | Consumers and/or carers are involved in informed decision making about their treatment, care and wellbeing at all stages and with appropriate support | Consumers and/or carers are provided with evidence-based, accessible information to support key decision-making along the continuum of care | Consumers, carers and community members are active participants in planning, improvement and evaluation of services | The organisation actively contributes to building the capacity of consumers, carers and community members to participate fully and effectively | Understanding our clients   | Supporting and engaging our diverse workforce | Creating and maintaining an accessible and welcoming organisation | Strengthening our community partnerships | Consulting broadly for better decision making | Demonstrating leadership in diversity |  |
| Consumer partnership in service planning  |  |   |   |   |  |   |   |   |  |   |                                       |  |
| Establishing, building and maintaining governance structures to facilitate partnership with consumers, carers and community members   | ✓  |   |   |   |  | ✓   | ✓   | ✓   | ✓  | ✓   | ✓                                     |  |
| Implementing policies, procedures and/or protocols for partnering with consumers, community:<br>• Strategic and operational/services planning<br>• Decision making about safety and quality initiatives<br>• Quality improvement activities | ✓  |   |   | ✓   |  | ✓   | ✓   | ✓   |  | ✓   | ✓                                     |  |
| Facilitating access to relevant orientation and training for consumers and/or carers partnering with the organisation   |  |   |   |   | ✓  | ✓   |   | ✓   |  |   | ✓                                     |  |
| Consulting consumers on patient information distributed by the organisation   |  | ✓   | ✓   |   |  |   |   |   |  | ✓   |                                       |  |

\*Alignment as outlined in Melbourne Health - Respecting our Community Action Plan - 2011-2013



| Partnering with Consumers<br>National Standards 2   |  | Doing it with us, not for us<br>Standards for consumer, carer and community participation                                       |   |   |   |  | Community responsiveness*<br>Incorporating the objectives of - The Disability Action Plan,<br>Cultural Responsiveness Framework and Aboriginal Health Plan |   |   |  |   |                                       |
|---|--|---|---|---|---|--|--|---|---|--|---|---------------------------------------|
|   |  | The Eye and Ear demonstrates a commitment to consumer, carer and community participation appropriate to its diverse communities | Consumers and/or carers are involved in informed decision making about their treatment, care and wellbeing at all stages and with appropriate support | Consumers and/or carers are provided with evidence-based, accessible information to support key decision-making along the continuum of care | Consumers, carers and community members are active participants in planning, improvement and evaluation of services | The organisation actively contributes to building the capacity of consumers, carers and community members to participate fully and effectively | Understanding our clients  | Supporting and engaging our diverse workforce | Creating and maintaining an accessible and welcoming organisation | Strengthening our community partnerships | Consulting broadly for better decision making | Demonstrating leadership in diversity |
| Consumer partnership in designing care  |  |   |   |   |   |  |  |   |   |  |   |                                       |
| Partnering with consumers and/or carers to design the way care is delivered to better meet patient needs and preferences.   |  | ✓   | ✓   | ✓   |   |  | ✓  | ✓   | ✓   | ✓  | ✓   | ✓                                     |
| Implementing training for clinical leaders, senior management and the workforce on the value of the ways to facilitate consumer engagement and creating sustainable partnerships. |  |   |   |   |   | ✓  | ✓  | ✓   | ✓   |  |   | ✓                                     |
| Consumer partnership in service measurement and evaluation  |  |   |   |   |   |  |  |   |   |  |   |                                       |
| Informing consumers/carers about the organisations safety and quality performance in a format that can be understood and interpreted independently.                               |  | ✓   | ✓   | ✓   | ✓   | ✓  |  |   | ✓   | ✓  |   |                                       |
| Consumers/carers participation in the analysis of safety and quality performance information and data and the development and implementation of action plans.                     |  | ✓   |   |   | ✓   |  |  |   | ✓   | ✓  | ✓   |                                       |
| Consumers/carers participating in the evaluation of patient feedback data and development of action plans.  |  | ✓   |   |   | ✓   |  | ✓  |   | ✓   | ✓  | ✓   | ✓                                     |

\*Alignment as outlined in Melbourne Health - Respecting our Community Action Plan - 2011-2013



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