



Goulburn Valley Health

Consumer Experience Plan 2019–23



Acknowledgement of Traditional Owners

GV Health acknowledges the Traditional Owners and Custodians of the land on which we work and live and pays respect to their Elders past and present.

We acknowledge their significant cultural heritage, their fundamental spiritual connection to Country and value their contribution to a diverse community.

We are proud to embrace the spirit of reconciliation and learn more from the local Aboriginal and Torres Strait Islander community about how best to improve their health, social and economic outcomes.

To receive this publication in an accessible format, please download a copy at www.gvhealth.org.au

Authorised and published by Goulburn Valley Health, 2/2-48 Graham Street, Shepparton VIC 3630

© State of Victoria, Goulburn Valley Health, xxx 2020.

Except where otherwise indicated, the images in this publication show models and illustrative settings only, and do not necessarily depict actual services, facilities or recipients of services. This publication may contain images of deceased Aboriginal and Torres Strait Islander peoples.

Contents

- 4. Foreward from the Board Chair and Chief Executive
- 5. Foreward from the Community Advisory Committee Chair
- 6. Getting to know GV Health
- 7. Governance and Levels of Consumer and Community Engagement
- 8. Our Culture of Care
- 10. Our Strategic Plan
- 12. Pillar 1 - We CREATE a healthcare environment where the diversity of consumer voices is heard
- 13. Pillar 2 - We CREATE a health service where we learn and improve care as an outcome of consumer experiences
- 14. Pillar 3 - We CREATE a consumer-centred culture that is continuously improving
- 16. Pillar 4 - We CREATE a health service where consumers shape the design and influence safety and quality of care



Board Chair and Chief Executive Foreward

GV Health is committed to developing a culture of care where we are always asking and listening to what people want from their healthcare.

The *Consumer Experience Plan 2019-23* (The Plan) aligns to the GV Health Strategic Plan 2019-23 and the organisation's commitment to CREATE. Outstanding. The Plan will assist GV Health to build on our strengths by involving consumers in the planning and delivery of their healthcare. The healthcare journey is made up of many partners and the Plan acknowledges the role of carers and families to improve health and to provide cohesive healthcare.

We know that consumer and community involvement is integral to every aspect of a person's health journey. It also fosters better experiences and outcomes.

Our engagement methods are numerous and varied such as online surveys, patient interviews, workforce education, committee memberships, project working groups, community expos, staff selection panels and strategic planning. This Plan sets out the important role of consumers which is central to the delivery of patient-focused and centred care. At GV Health, we are ready and will embrace this challenge.



Matt Sharp
Chief Executive



Rebecca Woolstencroft
Board Chair



Community Advisory Committee Chair Foreward

Consumer representation in healthcare is vital to service planning and delivery. The GV Health Community Advisory Committee assists the GV Health Board and Executive in communicating with consumers and the community about strategic issues and initiatives.

Alongside the Committee, GV Health has community reference groups that are aligned to our campuses at Tatura and Rushworth (Waranga Health). These reference groups provide valuable advice to GV Health on service provision and patient experience improvements.

The *Consumer Experience Plan 2019-23* responds to the increasing and changing community expectations



Geoff Long

Chair Community Advisory Committee

of health services. The GV Health catchment area has an increasing population with a changing profile of diversity. This presents challenges and opportunities, with the Plan helping to address how best to provide care to meet the needs of our community.

The consumer voice is vital when measuring the success of services based on consumer experiences and outcomes rather than volume of care provided. Patient surveys and experiences provide GV Health with the information to respond and improve care.

I am excited by this Plan; it is a blueprint that embraces person-centered care.



Getting to know GV Health

About us and the community we serve

GV Health is the main health service in the Goulburn Valley. At GV Health we pride ourselves on delivering person-centred care. This means that we work continuously to improve the experiences of people we provide services for.

GV Health is focused on all stages of health care from prevention (health promotion and education), through to assessment, early intervention and treatment. Our community relies on and uses our health services throughout their lives - from childhood, through to becoming a parent, to any health challenges later in their lives.

GV Health has more than 2,400 staff across five key sites. Our people are highly skilled and we are the largest permanent employer in the Goulburn Valley.

The community we serve includes a large primary and secondary catchment, with a third and larger catchment for mental health services, which includes the Shires of Mitchell and Murrindindi and the Wallan growth corridor.

GV Health's primary catchment includes the local government areas of Greater Shepparton (70% of primary catchment population) and Strathbogie. Our total catchment stretches into Southern New South Wales and the overall catchment population is approximately 120,00 people.

GV Health's secondary catchment includes the Western half of Moira Shire; and the eastern and southern portions of Campaspe Shire.

Our community is growing as more people move to the lifestyle and opportunities in Greater Shepparton. Our population is expected to increase by 27.9% by 2036, with an increase in the younger (0-19) and non-English speaking populations in particular.

Our community includes the largest regional population of Aboriginal and Torres Strait Islander people in Victoria and a large number of migrants from dozens of countries around the world. While the Goulburn Valley's population is mainly concentrated in Shepparton, many people live in smaller townships in the surrounding region in more isolated wheat, sheep, dairy and stone-fruit farming areas. Population workers increase by an estimated 10,000 itinerant workers during the fruit harvest season from December to March.

Our primary catchment is one of the most vibrant culturally and linguistically diverse communities in Victoria. Greater Shepparton is home to families who migrated from Europe after World War II, and a second wave more recently from the Middle East and the Horn of Africa who have made a home in our community.

Our community experiences high rates of chronic illness such as respiratory disease, cancers, cardiovascular disease and diabetes. A relatively high incidence of road accidents, skin cancer, farm injuries and work-related accidents also occur in our region, and mental illness is increasing in frequency and complexity across our community.

Socio-economic disadvantage in our community is leading to multiple interrelated and complex health issues, which informs the way we design and deliver health and wellbeing services.

Our Vision for Consumer Experiences

Governance

The GV Health Board and Executive have accountability for the implementation of the *Consumer Experience Plan 2019-23*. The Plan provides an integrated approach to implementation over the next five years and takes into consideration the opportunities presented by the GV Health redevelopment. Many of the actions in the Plan have a direct link with the National Safety Quality Health Service (NSQHS) Standards and the Goulburn Valley Health Strategic Plan 2019–23.

To support consumers, carers and families to fulfil their partnership role within GV Health, committees and advisory groups have been established under the GV Health Governance Framework. Within this Plan outcome areas have been assigned responsibility and timelines.

During the implementation the Community Advisory Committee will continue to work with and be available to provide consultation and advice to the GV Health Board and Executive.

Levels of Consumer and Community Engagement

Engagement occurs at different levels across GV Health operations. All of these levels aim to improve healthcare services to people living in our community.

- **Individual level**
 - Involvement in individual treatment and care.
- **Facility/Team level**
 - Involvement in co-design, implementation and evaluation of programs.
- **Executive and Board level**
 - Involvement in higher level decision making and governance such as the Community Advisory Committee.
- **State/National level**
 - Consumer and community engagement in planning and development of health services through peak state and national health agencies to improve patient outcomes.



Our culture of care

Our culture

Our culture is based on our dedication and care for people we provide treatment and services for and each other, our commitment to safety, our can-do and collaborative attitude, and drive for continuous improvement. We are striving to create an environment in which our people can help to achieve our vision of improving community wellbeing across the Goulburn Valley through outstanding care.

Our culture promotes a strong sense of connection to our community, nurtures collaboration and partnership within and outside our organisation, and always puts the needs of people we provide treatment and services for at the centre of our thinking. We feel passionate about GV Health being a welcoming environment where people we provide treatment and services for, staff and visitors feel safe, respected and included.

Our culture of care is underpinned by the following guiding principles:

Safety

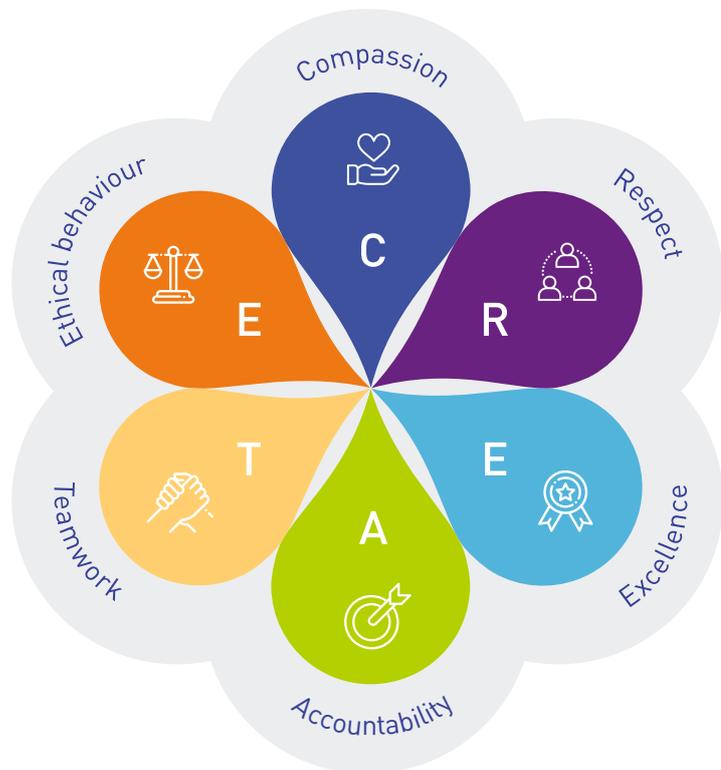
We are conscientious in creating physically and emotionally safe environments for people we provide treatment and services for and partners.

Continuous improvement

We are driven to find safer, new, innovative, collaborative and inclusive ways of working and delivering services.

Learning

We strive to foster connections across our organisation, and bring people together towards our common goal of providing quality healthcare for our community.



CREATE. Outstanding.

Our values and behaviours

Our culture is made up of our CREATE values and behaviours, through which we commit to delivering ongoing quality healthcare for our community. Our CREATE values and behaviours are the foundations for our strategic pillars, and for achieving our goals.



Compassion

- We treat others with kindness and respect;
- Our deep connection to the community enhances our care for patients;
- We support the whole patient journey;
- We are understanding of each other.



Respect

- We respect the person's voice and their choices;
- We celebrate diversity and are proud of multiculturalism;
- We respect differences of opinions;
- We respect the input of different disciplines and areas of expertise.



Excellence

- We are encouraged to grow professionally and personally;
- We are leaders in what we do;
- We invite feedback and are always striving to do better;
- We connect people to further care and information.



Accountability

- We are responsible for our actions;
- We are courageous in our decision making and grow from our mistakes;
- We deliver what we promise;
- We don't compromise on our standards.



Teamwork

- We are a multi-skilled workforce and we pool our resources together;
- We mentor and support one another;
- We take a collaborative approach to care;
- We are approachable.



Ethical behaviour

- We hold ourselves to high standards;
- We rigorously uphold professional boundaries in our regional setting where people we provide treatment and services for may be friends or family too;
- We value and respect the privacy and trust of people we provide treatment and care for;
- We stand up against unsafe practice and behaviour.

Alignment to Strategic Plan

GV Health has identified four key pillars (our areas of focus) to respond to our strategic drivers and these form the foundation of our strategic plan. Over the next five years, we will deliver on eighteen priorities to provide high-quality services and deliver outstanding health and wellbeing outcomes for all across the region. These outcomes will put people receiving care and treatment at the centre of everything we do, increase the sophistication of GV Health's response to complex and chronic health needs in our community, cement our leadership in healthcare across the region and ensure we have a great culture and workforce that are able to meet new and emerging opportunities and challenges.

Each pillar contains a section detailing what success will look like in 2023 at the conclusion of the five-year period of this strategic plan. In addition, measures will be in place across the duration of the strategic plan to evaluate success and inform continuous improvement. These measures of success are to be considered a beginning point and will be enhanced as the strategic plan is implemented.

The *Consumer Experience Plan 2019-23* aligns to the *GV Health Strategic Plan 2019-23*. The four pillars respond to our strategic drivers and these form the foundation of our Strategic Plan.

Our Purpose

Improving community wellbeing through high-quality health services, outstanding care and learning.

Our organisation is so much more than a health service. We are a critical part of the Goulburn Valley community, and make a significant public value contribution to people living and working in, and visiting, the vibrant Goulburn Valley.

We support all aspects of individual, family and community health and wellbeing, connect people and organisations, support the local economy, provide comfort and safety, embed inclusion, foster diversity, and create a more sustainable, cohesive and liveable community for all.

We have an uncompromising focus on safety, accessibility and quality of care for all people receiving care and treatment. We are reliable, respected and trusted. Our people actively recommend our services, and we are the first choice for health and wellbeing needs across our community. We work with our people to maximise their safety and wellbeing.



We CREATE safe and high-quality healthcare that always puts people first.

- Design new and continue to provide safe and high-quality services that meet our community's needs
- Build a deeper understanding of our community's health and wellbeing needs
- Support people receiving care and treatment and their families to make informed healthcare choices
- Continuously improve the experiences of people we provide care and treatment for and the way we provide services
- Continuously undertake health service planning to support future models of care



We CREATE values-based healthcare partnerships which deliver equitable and accessible healthcare for all.

- Lead regional service planning and strengthen partnerships for delivery
- Increase local healthcare accessibility through new models of care
- Lead regional initiatives to improve population health and enhance our community's health resilience
- Pursue research in partnership with tertiary institutions, metropolitan and community health services



We CREATE an inspirational workplace founded on a strong culture where talented people work with purpose and pride.

- Embed our culture of care where our people receiving care and treatment are at the centre of everything we do
- Ensure the safety and wellbeing of our people
- Shape modern and flexible learning and career development pathways
- Continue to build and inspire our talented workforce
- Enhance leadership capabilities across the organisation



We CREATE a positive healthcare environment that fosters collaboration and innovation.

- Enhance our internal systems to support efficient healthcare delivery
- Invest in technology to support innovation in service quality
- Explore and strengthen collaborative ways of working across the organisation
- Develop the financial resilience of our organisation and position for ongoing growth

1. We CREATE a healthcare environment where the diversity of consumer voices is heard

	Priority	Action	Deliverable	Timeline	Responsibility
1.1	Ensuring Aboriginal and Torres Strait Islander consumers and community members have the opportunity to engage with GV Health.	1.1.1 Implementation of actions outlined in the Aboriginal and Torres Strait Islander Cultural Responsiveness Plan 2019-23.	Plan is developed.	Year 1	Aboriginal and Torres Strait Islander Health @ GV Health Committee
1.2	Promote inclusion and participation of our diverse consumers.	1.2.1 Implementation of actions outlined in Diversity, Inclusion and Accessibility Plan 2019-23.	Plan is developed.	Year 2	Executive Director Community Care & Mental Health
1.3	'Community Conversations' Actively approach and engage consumers and community members about what matters to them in their healthcare journey. Expand the reach of consumers and community groups not currently engaged to support participation and access by all those who want to engage.	1.3.1 Attendance at local community events which are not necessarily related to health (e.g. sporting, agricultural, community, social events). 1.3.2 Develop and maintain links with community groups.	GV Health is present at community events, e.g. Out in the Open, St Georges Road Food Festival. Register of attendance at community events and groups is kept.	Year 2	Executive Director Community Care & Mental Health
1.4	Consumer participants are readily available as required to provide input to committees, plans, projects etc.	1.4.1 Develop a Consumer Register of participants who have identified areas of interest- focus on lived experience and consumers from diverse groups within our community. 1.4.2 Social media is utilised to engage with consumers. 1.4.3 Annual satisfaction survey of consumer register to evaluate effectiveness of participation. 1.4.4 Develop and implement a system to centrally record and capture consumer engagement activities that occur across GV Health.	Consumer participation register is established. Consumer participants are surveyed annually. Consumer engagement/ participation is recorded.	Years 2-3	Executive Director Community Care & Mental Health

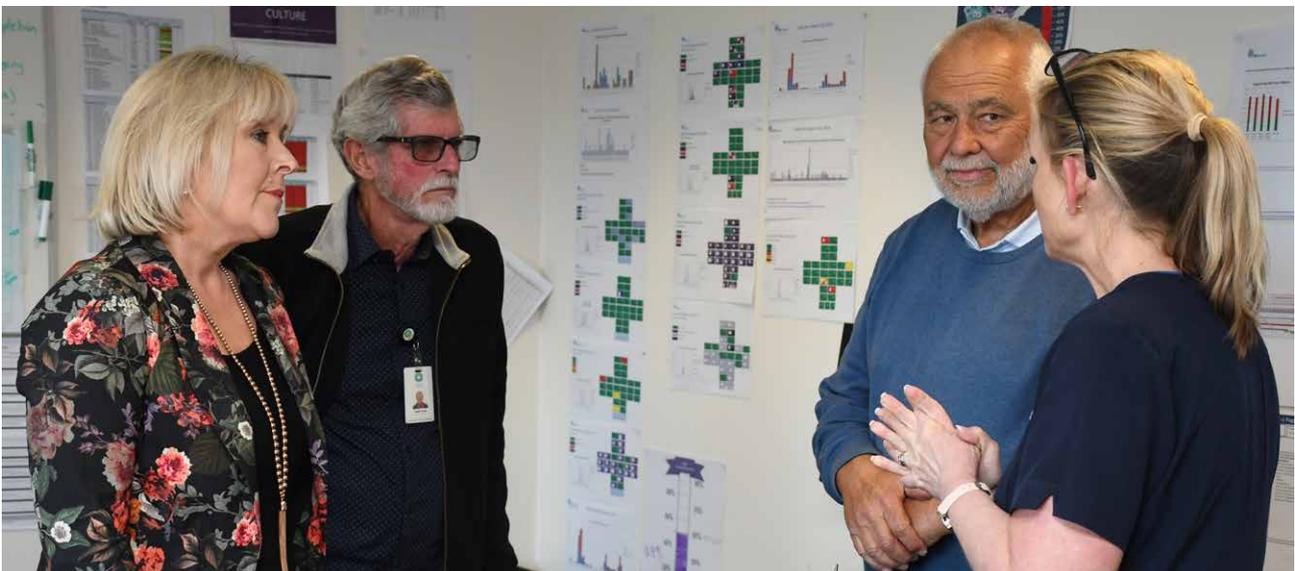
2. We CREATE a health service where we learn and improve care as an outcome of consumer experiences

	Priority	Action	Deliverable	Timeline	Responsibility
2.1	Consumers are encouraged to provide feedback.	<p>2.1.1 Resolution of complaint at local level.</p> <p>2.1.2 Staff training point of contact resolution.</p> <p>2.1.3 Feedback procedure reviewed.</p> <p>2.1.4 Feedback leads to quality activity and improvements.</p> <p>2.1.5 Develop mechanisms for consumer involvement in the review of themes and trends related to feedback and complaints.</p> <p>2.1.6 Victoria Health Experience Survey: CAC action plans based on areas of improvements quarterly.</p> <p>2.1.7 Patient Experience Tool Survey (PETS) Review questions, Australian hospital patient experience question set.</p>	<p>Feedback is resolved effectively as per feedback procedure.</p> <p>Consumers are involved in review of feedback and implementation of plans based on this.</p>	Years 2	Executive Director Quality Innovation & Risk
2.2	<p>Consumer story program.</p> <p>Invest in systems that make it easy for consumers to provide feedback in a manner that allows them to tell us about their experiences both at the point of care as well as after care.</p>	<p>2.2.1 Consumer stories are collected monthly.</p> <p>2.2.2 Consumer storytelling to be a standing agenda item on the Board and Executive Safety and Quality committees.</p>	<p>A consumer story depository is developed.</p> <p>Consumer stories are placed as standing items on applicable agendas.</p>	Years 2-5	Executive Director Quality Innovation & Risk
2.3	Consumers are involved in the development and delivery of staff training.	<p>2.3.1 Development of patient-centred care video – “What matters to me.”</p> <p>2.3.2 Develop systems and processes to deliver staff training and orientation in partnering with consumers.</p>	100% of staff training and orientation is developed with consumer input. At least 70% of staff have completed training in partnering with consumers.	Years 2-5	Executive Director People & Culture

3. We CREATE a consumer-centred culture that provides effective and accessible information

	Priority	Action	Deliverable	Timeline	Responsibility
3.1	Consumers are provided with information that is easy to understand and based on evidence to help make decisions.	<p>3.1.1 Enhance accessibility of patient information material on GV Health's website.</p> <p>3.1.2 Ensure patient information is developed in consultation with consumers.</p> <p>3.1.3 Explore opportunities to improve information provided to patients prior to, and on admission to hospital.</p>	Evidence of consumer consultation in production of consumer publications.	Year 2	Executive Director Community Care & Mental Health
3.2	Consumers, and where appropriate, carers are actively involved in decisions about their treatment, care and wellbeing at all stages of their patient journey and will have appropriate support to do this. Personalisation of care including responding to diversity.	<p>3.2.1 Advanced care planning.</p> <p>3.2.2 Informed consent.</p> <p>3.2.3 Diversity needs included on ward care plans.</p> <p>3.2.4 Open disclosure processes to ensure effective communication.</p>	Evidence that consumers are actively involved in their healthcare.	Years 2-3	Executive Director Clinical Operations Executive Director Community Care & Mental Health
3.3	Consumers are provided with information about GV Health safety and quality performance in a format that they can understand.	<p>3.3.1 Quality account published annually.</p> <p>3.3.2 Performance boards on the wards – involve consumers in review. Create a safety and quality dashboard with KPI's that are communicated to the Community Advisory Committee.</p> <p>3.3.3 Consumers are involved in Root Cause Analysis and/or In-depth Case Reviews.</p>	Data and information published to inform consumers.	Years 1-5	Executive Director Clinical Operations Executive Director Community Care & Mental Health Executive Director Quality, Innovation and Risk
3.4	Re-establishment of the CREATE program.	<p>3.4.1 Provide training in use of AIDET <i>(Acknowledge, Introduce, Duration, Explanation, Thank you).</i></p> <p>3.4.2 Implement Patient Bundle program.</p>	Consumer feedback demonstrates that staff introduced themselves.	Years 2-3	Executive Director People & Culture

3.5	Ensure that the consumer is continually and visibly front and centre – patient experience is everyone's responsibility.	<p>3.5.1 Physical facilities including executive offices have information and patient stories.</p> <p>3.5.2 The digital environment includes patient quotes and pictures.</p> <p>3.5.3 Consumer experience stories are utilised as per priority 2.2.</p> <p>3.5.4 Consumer experience is built into all professional development systems.</p>	Patient stories are visible within the health service.	Years 2-5	Executive Director Quality, Innovation and Risk Executive Director Community Care & Mental Health
3.6	Recognition program for consumers and for staff who work with consumers.	<p>3.6.1 Annual award for consumers who participate at GV Health.</p> <p>3.6.2 Annual award for staff activities involving consumer participation.</p> <p>3.6.3 Annual award for well-written consumer publication.</p> <p>3.6.4 Annual award for patient-centred care, derived from consumer feedback.</p>	Awards are presented at Annual General Meeting.	Years 2-5	Executive Director People & Culture
3.7	Consumers are involved with recruitment process.	3.7.1 Leadership positions that require significant consumer engagement to have consumer on recruitment panel.	Evidence of consumers on interview panels.	Years 3-5	Executive Director People & Culture



4. We CREATE a health service where consumers shape the design and influence safety and quality of care

	Priority	Action	Deliverable	Timeline	Responsibility
4.1	Consumers are involved in governance and strategic planning process across the organisation.	4.1.1 Consumers will be involved in all National Standard Committees.	Consumers have membership at committees.	Years 2-3	Executive Director Community Care & Mental Health
4.2	Consumers involved in design/redesign of service delivery and quality improvement activities.	4.2.1 Consumers are involved in the planning and implementation of quality improvements (rec 2.9.2). 4.2.2 Regular high-risk incident reports to be sent to the CAC for their information and suggestions on actions for redesign and improvements to services and reduce risks to patients (recommendation 1.14.1). 4.2.3 Conduct as-needs training/capacity building so that staff understand how to involve consumers in quality improvement projects. 4.2.4 Consult with consumers about key facility upgrades/redevelopment.	Evidence of actions.	Years 2-5	Executive Director Quality, Innovation and Risk
4.3	Consumers are provided with appropriate training.	4.3.1 CAC be provided with additional training on strategy and governance (Rec 2.3.1). 4.3.2 CAC trained in data analysis and interpretation (rec 2.8.1). 4.3.3 Training of quality improvement processes (rec 2.9.2). 4.3.4 Invest in empowering our consumers to be more involved in healthcare and design.	Training completed.	Years 1-5	Executive Director Community Care & Mental Health





Developed By

GV Health Consumer Experience Co-ordinator, Kathryn Clavarino

GV Health Quality Manager, Brooke Brown-Shepherd

Executive Director Community Care & Mental Health, Joshua Freeman

Executive Sponsor

Executive Director Community Care & Mental Health, Joshua Freeman

Acknowledgments

Aboriginal and Torres Strait Islander Health Committee

Consumer Experience Committee

Community Advisory Committee

References

Eastern Health Community Participation Plan 2014-2016

Doing it with us, not for us

<https://www.healthissuescentre.org.au/health-services/consumer-engagement-guide/improving-participation/>

South West Hospital and Health Service Consumer and Community Engagement Strategy

Safer Care Victoria Partnering in Healthcare Framework for Better Care and Outcomes.

<https://www.bettersafecare.vic.gov.au/sites/default/files/2019-02/Partnering%20healthcare%20framework%202019%20WEB.pdf>

