



Stakeholder Engagement Framework

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Purpose of Framework

This Stakeholder Engagement Framework has been developed to communicate Sydney North Health Network's (SNHN) approach to working with our stakeholders. It provides a high-level strategic guide and lays down the principles, approach and methods we will use to effectively engage with our stakeholders. This framework does not provide a detailed plan of every communication and engagement activity to be undertaken by the organisation but rather lays the foundations to inform development of those plans. SNHN Communications Policy provides more detailed information on internal and external communication methods.

Introduction

Sydney North Health Network (SNHN) operates one of 31 Primary Health Networks (PHNs) established by the Australian Government in 2015, to increase the efficiency and effectiveness of medical services for the community. Our focus is on patients who are at risk of poor health outcomes, and we work to improve the coordination of their care, so they receive the right care, in the right place at the right time.

SNHN plays an important role in leading strategic, regional level commissioning to drive service improvement and achieve the quadruple aim - better population health, better experience of care, and better value for the health system, done in a way that sustains the workforce. This involves understanding the health status and needs of our local population, the services available within the region, identifying where the gaps are and working with services to ensure they meet the needs of the community. SNHN does this by working together with a network of health professionals including general practitioners, primary care nurses, allied health providers, the Northern Sydney Local Health District (NSLHD), private hospitals, private health insurers and other health and social care service providers. This partnership approach and community focus is reflected in our vision:

Achieving together - better health, better care



SNHN Strategic Priorities

Goals	Roles	Strategies
A Community Activation	Support our community to self-determine and help itself	<ul style="list-style-type: none"> • Grow health literacy to enable self-determination • Enable health advocacy on highest-impact determinants of health • Facilitate communities to mutually support one another
B System Transforming	Catalyse change by enabling new approaches to health and healthcare	<ul style="list-style-type: none"> • Develop new partner and health services initiatives • Redesign services to heighten Quadruple Aim • Build digital system enablers
C Commissioning	Attract and distribute resources to provide services that people need most	<ul style="list-style-type: none"> • Carry out targeted health planning • Leverage service improvements through commissioned services
D Member & Provider Support	Build capacity for all providers of primary healthcare to adopt new tools, deal with disruption and improve outcomes	<ul style="list-style-type: none"> • Provide core practice support for quality improvement • Develop future change and skills capability
E An Exceptional Organisation	Develop excellence in our operations, our people and our visibility	<ul style="list-style-type: none"> • Communicate our purpose and achievements powerfully • Grow the capabilities and culture of our people • Develop a subsidiary business entity

Stakeholder engagement is vital to our role as a Primary Health Network. SNHN engages with a wide range of stakeholders. Patients and the wider community are central to what we do. It is important that we understand their needs and work with them to ensure that services meet identified needs and have a positive impact on long-term health and well-being. Together with patients/consumers, professionals, partners and the broader health community, SNHN strives to identify health needs, define problems and develop quality, innovative solutions. As such, the organisation will work with stakeholders across the health and social care economy to set the strategic direction, drive service improvements and achieve system change.

Receiving feedback from people can help us to decide how to make the best use of the resources available. We engage a broad range of stakeholders throughout our planning and commissioning work. Understanding patients' experience of services provides valuable insight into the services we fund and helps us to identify any inefficiencies and opportunities for improvement.

Effective involvement of stakeholders is a vital aspect of service planning, development and evaluation. The ability to build strong relationships, form networks and coalitions and work collaboratively with stakeholders is therefore essential to this process.

Engaging people can also work towards improving health literacy and lifestyle choices and encourage people to access services where and when they need to.

SNHN creates and maintains relationships that facilitate the improvement of the health system within the region. We will continue to work with patients, carers, service providers and wider stakeholders to ensure they are involved at all stages of service planning, design, delivery and evaluation. Better health outcomes for patients can be achieved by working together with patients and a network of health professionals including general practitioners, primary care nurses, allied health providers, the Northern Sydney Local Health District and other health and social care service providers. Involving patients and the public in the planning, design and delivery of health services will help to ensure services are fit for purpose and can lead to more coordinated and efficient services and improved health system.

Stakeholder engagement should not be a standalone activity, it should underpin and be entwined in our day to day business, across the whole organisation.

Who are our Stakeholders?

Our stakeholders are those who are affected by the decisions we make.

Key Stakeholders

Key Stakeholders include, but are not limited to, those outlined below.

Internal - within our organisation	<ul style="list-style-type: none"> • SNHN staff • Executive Management Team • Board Directors - in setting the strategic direction to achieve outcomes and providing governance and oversight
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Advisory groups - Established by our organisation	<ul style="list-style-type: none"> • Community Council – provides community perspective to SNHN and the Board and provides vital information and resources back into the community • Clinical Council – reports to SNHN and the Board on clinical issues • Clinical Governance Committee • Steering Committees and Advisory Groups • Tender evaluation Panels
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External	<ul style="list-style-type: none"> • Patients/ consumers • Members of the public • SNHN Members • Health professionals • General Practitioners • Primary care nurses • Allied Health Professionals • Northern Sydney LHD • Local councils • Education • Universities • SNHN commissioned service providers • Other health and social care providers (NGOs, public & private) • Department of Health • NSW Ministry of Health • Agency for Clinical Innovation • Other Australian Government and State Government Departments • State and Federal MPs • Professional Peak Bodies (e.g. RACGP, APNA, AHPRA, AMA, Pharmacy Guild, AHHA, LASA etc) • Private health insurers • Media • Current and prospective funding partners including corporate partners, sponsors, corporate, government and philanthropic foundations
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Why Do We Need to Engage?

There are many reasons why we want to engage with stakeholders, from increasing our understanding of local health needs, informing commissioning decisions, co-designing services, informing stakeholders of service availability, receiving feedback from patients and professionals on health services, building relationships and establishing partnerships, providing reports to our funders and seeking new opportunities for funding.

Objectives of Stakeholder Engagement

SNHN's objectives of stakeholder engagement are to:

- Increase awareness and understanding of who we are, what we do and the benefits of our work
- Ensure that the patient and public voice is at the heart of the organisation and its business and that work is relevant to local needs
- Provide an opportunity for stakeholders to influence the decisions we make and "hold us to account"
- To bring the unique health needs and local focus into collaboration and co-design of commissioning processes, bringing greater cohesion and responsiveness to service changes that work locally
- To build strong collaborative relationships between our staff, our providers, patients and the wider community to support the achievement of better health outcomes
- Provide accessible information and develop marketing campaigns using real insights from people to empower people to make healthy lifestyle choices, manage their own health and prevent illness where possible
- Build credibility and trust in SNHN as a high performing, responsive organisation that works in the interests of our communities to deliver high quality services
- Strengthen our profile and brand
- Increase opportunity for financial growth and independence
- Support our ability to identify opportunities and manage risks appropriately
- Record and respond to community compliments and complaints in a professional and timely manner

Benefits of stakeholder engagement

The benefits of stakeholder engagement are far reaching and can be achieved at the individual, community and health system level. Some of the potential benefits are listed below:

Benefits to individuals

- Improving outcomes for individual patients
- A positive experience of using health services
- An enhanced sense of self-esteem
- Better outcomes of treatment and care
- Improved health
- A greater sense of ownership of health (internal locus of control)
- Improved experience for providers (general practitioners, allied health professionals etc.)
- Services commissioned reflect the unique characteristics and strengths within the local area

Benefits to the community

- Improved health
- A greater sense of ownership of health and health service planning and delivery
- Public confidence in services
- Shared responsibility for health care with the public
- Greater understanding of the links between health and the circumstances in which people live their lives

Benefits to the system

- More accessible and responsive health services
- Appropriate use of health services
- Coordinated care
- Potential for improved cost effectiveness
- Improved health
- Reduction in health inequalities
- Healthy environmental, social and economic policies
- Increased uptake and engagement in local services commissioned across the system



How Do We Engage?

There are many ways in which we engage stakeholders. SNHN has developed a set of principles and adopted a recognised approach to guide our stakeholder engagement activities.

Principles of Engagement

Sydney North Health Network has adopted the following principles to guide stakeholder engagement and to set the standards to which we aspire.

TIMELY

We involve stakeholders from the start and agree on when and how to engage.

RESPECTFUL

We acknowledge and respect the perspective, expertise and needs of stakeholders.

PURPOSEFUL / DELIBERATE

We begin every engagement with a clear understanding of what we want to achieve.

INCLUSIVE

We identify relevant stakeholders and ensure it is easy for them to engage. We subscribe to the philosophy of “nothing about us without us”

ACCOUNTABLE

We commit to action – You said, we did.

DIVERSITY

We celebrate diversity and tailor approaches accordingly.

ACCESSIBLE

We ensure our processes and channels of communication are accessible for all stakeholders.

RESPONSIVE

We commit to communication with stakeholders during the entire process of engagement.

TRANSPARENT

We are open and honest in our engagement and set clear expectations.

COLLABORATIVE

We create a culture of collaboration. Stakeholder engagement is everybody's business.

Stakeholder Engagement Approach

Engagement can take many forms with a range of methods and no one method fitting all. It's important to be clear on the purpose of engagement and what you are hoping to achieve. This will assist in determining the level of engagement necessary and the most appropriate method(s) to achieve the desired outcome.

SNHN's overarching approach to stakeholder engagement has been adapted from IAP2 Public Participation Spectrum.



Engagement Approach to Support Delivery of SNHN Strategic Priorities & Goals

Stakeholder engagement is essential to ensuring delivery against SNHN Strategic Priorities. The table below provides information on engagement approaches aligned to our strategic priorities and goals.

Priority area/ goal	Engagement Approach
<p>A Community Activation</p>	<p>Inform the community about aspects of health and opportunities to improve</p> <p>Inform of health services to increase awareness</p> <p>Collaborate to strengthen partnerships and develop coalitions</p> <p>Strengthen partnerships to build a compassionate community</p> <p>Empower members of the community to manage</p>
<p>B System Transforming</p>	<p>Consult with stakeholders to consider opportunities and options for system transformation</p> <p>Collaborate to enable optimal service to the community and grow opportunities with public and private strategic partners</p> <p>Collaborate with new partners and sponsors in seeking new funding opportunities</p> <p>Involve patients and other stakeholders to ensure concerns and expectations are understood and considered</p>
<p>C Commissioning</p>	<p>Inform stakeholders of commissioning opportunities</p> <p>Consult patients/consumers to understand needs and service gaps to inform commissioning intentions</p> <p>Involve consumers and other stakeholders to understand and inform service requirements</p> <p>Collaborate with stakeholders to identify solutions</p> <p>Collaborate to leverage service improvements through SNHN commissioned services and other service providers</p>
<p>D Member & Provider Support</p>	<p>Consult members and primary healthcare providers to identify opportunity for quality improvements</p> <p>Involve members and providers to ensure concerns and expectations/desires are understood and considered.</p> <p>Collaborate to identify ways to best deal with disruption and explore ways to improve outcomes</p>
<p>E An Exceptional Organisation</p>	<p>Inform stakeholders of our purpose and achievements</p> <p>Consult stakeholders to understand capabilities</p> <p>Collaborate with stakeholders to seek new funding opportunities</p>

Stakeholder Engagement Methods

SNHN adopts a range of methods and channels to engage stakeholders. These include:

Face-to-Face Engagement – Primary Care Advancement & Integration Team (PCAIT), SNHN Events, SNHN Community Council, SNHN Clinical Council, SNHN Mental Health & Alcohol and Other Drugs Committee, forums & conferences, SNHN meetings, cultural engagement – culturally and linguistically diverse (CALD) communities, Aboriginal engagement, Mental Health engagement, Aged Care engagement, community events, co-design events, meetings with commissioned service providers, multiagency meetings, established SNHN community networks.

Direct Communications - Promotional/informational materials (brochures, posters, program-specific materials, etc.), newsletters, print & online advertising, SNHN annual report and strategic plan, direct letters to stakeholders, sponsorship opportunities, e-mail-outs, practice waiting area materials, surveys and questionnaires.

Commissioning – Co-design events to better understand service requirements and inform commissioning plans. Inclusion of stakeholders on tender evaluation panels to inform commissioning decisions and determine preferred provider(s) of SNHN commissioned services. Patient and provider experience to inform evaluation of commissioned services. Working collaboratively with stakeholders to co-commission.

Local, Metro & National Media - Media releases and alerts, pitches for feature articles, radio interviews, stories and postings in other languages via culturally and linguistically diverse media outlets.

Online/Digital Platforms - SNHN website, eNewsletters, social media channels, regular and up to date digital content, eSharing via icons, online forums, online health polling, health trending, health mapping, portals for SNHN Board/Clinical Council/Community Council, staff intranet, social media groups.

The community should have the information and resources constantly at their fingertips to make the correct decision around their healthcare. It's important that when developing and disseminating information, we remember the unique characteristics of members of our community and rich cultural diversity. Information should be appropriate to meeting the needs of our culturally and linguistically diverse communities with health messages delivered in their language of origin - so translated materials and services will need to be provided. The Aboriginal community will require messages in a culturally appropriate, user-friendly format.

The table below provides a more detailed overview of our stakeholders, goals and a range of engagement methods to achieve those goals.

Stakeholder	Goals	Methods of engagement
Community	<ul style="list-style-type: none"> • Improved access to and navigation of health and social services to priority groups (Aged, Youth, Vulnerable, people with Mental Health conditions) • Improved health literacy • Understand local needs • Inform development of programs and services through co-design • Accountability • Commissioning decisions are informed by members of the local community • Evaluation of services and programs captures patient/ consumer experience 	<ul style="list-style-type: none"> • Face-to-face engagement • eNews • Peoplebank • Via Health Professionals • Community Council • Website • Social media channels. • Videos • Media relations. • Advertising & Marketing materials • Translated materials • Needs assessment • Annual report • Co-design events • Tender evaluation panels • Evaluation (surveys, patient stories etc.)

Stakeholder	Goals	Methods of Engagement
Commissioned Services	<ul style="list-style-type: none"> • Continuous quality improvement • Services meet required specifications • Commissioned service providers involve stakeholders, including consumers, in the planning, delivery and monitoring of services 	<ul style="list-style-type: none"> • Face to face meetings • Commissioning evaluation dashboards • Contracts • Reports • Forums, events, focus groups • Committees, steering groups • Service information leaflets • Evaluation (surveys, patient stories etc.)
Health Professionals -General Practice -Allied Health -Pharmacists	<ul style="list-style-type: none"> • Informed, capable, resilient local workforce • Understand local service availability, gaps and needs • Inform development of programs and services through co-design • Increased number of members • Adoption of innovation/ new models of care • Commissioning decisions are informed by general practitioners and other health professionals • Evaluation of services captures provider experience (general practitioners, allied health professionals etc.) 	<ul style="list-style-type: none"> • Face to face visits / emails / telephone Clinical Council • eNews. • Website. • Social media channels. • SNHN CPD Events. • Event Updates. • Online surveys • Needs assessment • Annual Report. • Advertising and marketing • Co-design events • Tender evaluation panels • Evaluation (surveys etc.)
Universities	<ul style="list-style-type: none"> • Increase opportunity for partnerships/ participation in research • Inform evidence practice gaps • Inform development of relevant primary care research • Access to and use of data to measure impact 	<ul style="list-style-type: none"> • Face to face meetings • Clinical Council • eNews • Website. • Social media channels. • SNHN CPD Events. • Event Updates. • Online surveys • Needs assessment • Annual Report.
Private Health Insurers	<ul style="list-style-type: none"> • Inform development of programs and services through co-design • Increase co-funding of services 	<ul style="list-style-type: none"> • Face to face meetings • Clinical Council • eNews. • Website. • Social media channels. • Needs assessment • Annual Report.

Stakeholder	Goals	Methods of engagement
NSLHD	<ul style="list-style-type: none"> • Inform development of programs and services through co-design • Increase co-funding of services • Joint governance • Adoption of innovation/ new models of care 	<ul style="list-style-type: none"> • Face to face meetings • Clinical & Community Council • eNews. • Website. • Social media channels. • Needs assessment • Annual Report. • Co-design events
Private Hospitals and Specialists	<ul style="list-style-type: none"> • Inform development of programs and services through co-design • Increase co-funding of services • Adoption of innovation/ new models of care • Source key clinical opinion leaders 	<ul style="list-style-type: none"> • Face to face meetings • Clinical Council • SNHN CPD Events. • Event Updates. • eNews. • Website. • Social media channels. • Needs assessment • Annual Report
Department of Health	<ul style="list-style-type: none"> • To instill confidence in our capacity to deliver on government priorities. • Show that we can deliver on government health reform objectives. • Show that we are an efficient and effective PHN. • Meet 100% of reporting deadlines. • Deliver to our annual plan 	<ul style="list-style-type: none"> • Reporting and annual plans. • Regular informal contact with relevant DoH personnel to highlight achievements, discuss issues – via email and phone. • Participate in DoH meetings and consultations. • Annual Report. • Website.
Ministry of Health	<ul style="list-style-type: none"> • Increase opportunity for partnerships • Inform evidence practice gaps • Access to and use of data to measure impact 	<ul style="list-style-type: none"> • Face to face meetings • eNews. • Website. • Social media channels. • Online surveys • Needs assessment • Annual Report.

Stakeholder	Goals	Methods of engagement
Local Councils	<ul style="list-style-type: none"> Understand local service availability, gaps and needs Inform development of programs and services through co-design Increase reach of campaigns and/or health messages/information Co-fund services/ programs 	<ul style="list-style-type: none"> Meetings. Joint events. eNewsletter SNHN CPD Events. Event Updates Website. Social media channels Online surveys Needs assessment. Annual Report. Co-design events
Professional Peak Bodies (e.g RACGP, APNA, AHPRA, AMA, Pharmacy Guild, AHHA, LASA etc)	<ul style="list-style-type: none"> Increase reach of campaigns and/or health messages/information Increase partnership opportunities Source workforce data 	<ul style="list-style-type: none"> Meetings. Joint events. eNewsletter SNHN CPD Events. Event Updates Website. Social media channels Online surveys Needs assessment. Annual Report.
Media	<ul style="list-style-type: none"> Increase reach of campaigns and/or health messages/information Increase brand awareness in the community 	<ul style="list-style-type: none"> Media releases Media campaigns Website Annual report
Staff	<ul style="list-style-type: none"> Maximise performance Professional development 	<ul style="list-style-type: none"> Face to face meetings Intranet eNEWS Website Policies
Board	<ul style="list-style-type: none"> To instill confidence in our capacity to deliver Provide update on approach to and delivery of programs and services Receive strategic input and direction 	<ul style="list-style-type: none"> Face to face meetings Presentations Reports
Clinical & Community Councils	<ul style="list-style-type: none"> Understand local needs Inform development of programs and services through co-design 	<ul style="list-style-type: none"> Face to face meetings Presentations Attendance at codesign sessions
Advisory/ Steering Committees	<ul style="list-style-type: none"> Understand local needs Inform development of programs and services through co-design 	<ul style="list-style-type: none"> Face to face meetings Presentations Attendance at co-design sessions

Stakeholder	Goals	Methods of engagement
Corporate, Foundations and other Funders	<ul style="list-style-type: none"> • Increase SNHN's capacity to deliver additional programs and services, aligned to SNHN strategic priorities • Expand existing programs through in-kind and financial partnerships 	<ul style="list-style-type: none"> • Face to face meetings • Presentations • Partnership proposals • Expression of Interest (EOIs) • Funding submissions • Impact reports • Corporate Partnership Prospectus • Funding reports

Evaluation and Continuous Improvement

It is important to monitor and evaluate SNHN's stakeholder engagement activities to measure level of engagement, better understand the impact of engagement on our stakeholders and identify opportunities for improvement. Stakeholder engagement will be monitored and evaluated via the following:

- Evaluation of events (health professionals and members of the public)
- Website statistics
- Social media statistics
- Development of an action plan and register to identify key areas of focus and monitor progress
- Number of stakeholders engaging
- Compliments and complaints
- Direct stakeholder feedback
- Benchmarking

Appendix 1 - SNHN Clinical and Community Councils

Clinical Council

The Clinical Council assists SNHN to develop local strategies to improve the operation of the healthcare system in our local region. Members have experience of working within one or more of the following disciplines: general practice, allied health, pharmacy, nursing, Northern Sydney LHD, specialist medical care, Aboriginal health, private health, private hospitals. As such, members have direct links to a range of stakeholders and are ideally placed to undertake engagement activities on our behalf and to inform.

Community Council

SNHN Community Council members represent numerous community groups. They raise public concerns in relation to primary care, are health advocates and champions and provide vital information and resources back into the community. They are a highly engaged and inspired group and have a key role in supporting and informing SNHN on how best to engage members of the community.

Appendix 2 - Tips

Considerations

Before undertaking stakeholder engagement activities, it's worth considering the points below to help to inform your approach and plan.

- What's the purpose of engagement?
- What do you want to achieve?
- Who should be involved - stakeholders, which members of staff?
- What do you want from those involved - do you want to give information, get information, consult, partner?
- What you need to find out from stakeholders, why you want the information and what you will want to do with it?
- What you should tell them
- What are the givens and what people can influence?
- What level of engagement are you seeking and what methods would it be best to use?
- How will feedback/ information from stakeholders be used to inform the decisions you will take?
- How you will provide feedback to stakeholders?

Who do you need to involve?

Patients – have experience of using a service and are in a good position to give views on how a service could be improved (what they like, what they don't like, what they would like to see change)

Members of the public – most have a view on what they think they will need if they are injured or ill.

Carers – often have a wide experience of health care – their own views may not be the same as those of the people they care for

Other stakeholders- additional stakeholders can include systems partners; clinical stakeholders; service delivery partners; funding and knowledge partners, with mapping and identification of relevant stakeholder groups through ongoing engagement.

How will you evaluate the stakeholder engagement activity?

- Will you evaluate the stakeholder engagement activity?
- How will you evaluate?