



Government of **Western Australia**
Department of **Health**

Clinical Senate – September 2015

Dr D J Russell-Weisz, Director General of Health



Today I'll be discussing...

- The recommendations from the previous Clinical Senate (held 5 June 2015):

Dial E for Engagement – Are clinicians on hold?

- Today's topic for debate

Outpatient Care – A look to the future

Dial E for Engagement – Are clinicians on hold?

Resulted in 10 recommendations

- 9 recommendations endorsed
- 1 recommendation not endorsed

Recommendation 1: Endorsed

In order to improve engagement processes in the organisation, WA Health refines, implements and embeds best practice in strategic human resources management, with a specific focus on:

- values-based recruitment and selection
- optimising orientation of new appointments into the culture of the organisation
- regular and appropriate performance management that is meaningful to clinicians and the organisation (and links to patient, team and business outcomes)
- talent management and succession planning frameworks and initiatives.

Recommendation 9: Endorsed

WA Health to commit to the development of a common vision for all health services in WA, in order to:

- achieve unity in shared values and collaboration
- inspire engagement
- focus on patients as the core
- link these common values to orientation/leadership/appraisal process.

Recommendation 3: Endorsed

WA Health establishes a system-wide framework for effective clinical engagement (in addition to consumer, carer, community) to be used in strategic reform, policy development, system redesign, safety and quality improvement, and ICT development. The framework could include the following:

- multidisciplinary/professions/level/services
- adequate resources
- leadership models
- training
- infrastructure to support
- KPIs
- process and implementation plan.

Recommendation 2: Endorsed

WA Health to adopt an agreed clinician engagement tool that is measured annually and reported to SHEF.

- Each health service to develop an engagement strategy
- Engagement outcomes are to be correlated annually against an agreed set of quality indicators, determined with clinician input (and which include a measure of patient experience)
- Departmental results must be feedback to clinicians at the front line.

Recommendation 4 : Endorsed

The Chief Officers from Medical, Dental, Nursing/Midwifery and Health Professions work collaboratively with the Institute for Health Leadership (IHL) to ensure future leadership programs are interprofessional and more accessible (i.e. more places, all levels of employees, equitable access).

Recommendation 5: Endorsed

WA Health to develop a clinical leadership framework that outlines the competencies required across all levels of the clinical workforce. The framework should:

- pick up on Health LEADS* and other work in this area
- work in partnership with education providers as appropriate
- align with existing efforts or programs
- include performance appraisal.

* <https://www.hwa.gov.au/sites/uploads/Health-LEADS-Australia-A4-FINAL.pdf>

Recommendation 6: Endorsed

WA Health increase opportunities for participation in health leadership programs with a focus on clinician engagement through Clinical Service Redesign (CSR).

- Engagement in CSR is part of annual performance review
- Participation in CSR is a prerequisite for contract renewal.

Recommendation 7: Endorsed

WA Health sponsors and oversees/trains facilitators to enhance and progress team-based service delivery. These facilitators may be sourced from within DoH, IHL, from other Clinical Leads or externally. (The facilitator is external to the team being considered).

Recommendation 10: Endorsed

WA Health commits that the adoption of all new information technology systems will require a process that engages clinicians with active patient contact in their design, configuration and ongoing development. This should be incorporated into the implementation of the WA Health ICT Strategy.

Recommendation 8: Not Endorsed

WA Health to adopt an online moderated platform* – specifically ‘Patient Opinion Australia’ and ‘Carer Opinion Australia’ – in order for health services and clinicians to listen to and engage with the experiences, good and bad, of consumers and carers.

<https://www.patientopinion.org.au/>

Outpatient Care – A look to the future



Will innovations such as telehealth play an increasing role?