

August 2018

Health Performance Council

Country Health South Australia Local Health Network

Aboriginal Community and Consumer Engagement Strategy Post Implementation Review

Community Report



PwC's Indigenous Consulting

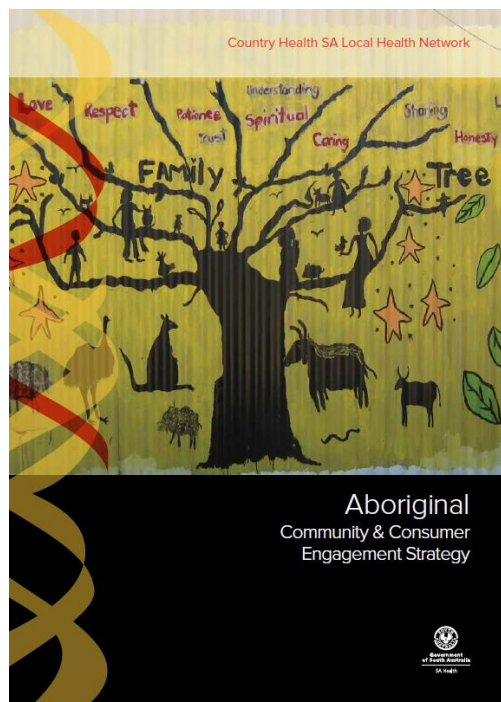


Acknowledgement

PwC's Indigenous Consulting (PIC) acknowledges the Aboriginal people of the many traditional lands and language groups of South Australia. We honour the wisdom of Aboriginal Elders past and present and embrace those Elders who are yet to come.

We also deeply appreciate and acknowledge the Aboriginal people who provided their time, knowledge and perspectives throughout this review.

Aboriginal Community and Consumer Engagement Strategy Review



The Aboriginal Community and Consumer Engagement Strategy (ACCE) was developed in 2015 after nearly two years of community consultation and sits under the overarching CHSALHN Community and Consumer Engagement Strategy.

The purpose of the ACCE Strategy is to: ‘assist CHSALHN implement culturally respectful and meaningful community and consumer engagement strategies; and, build a platform to increase Aboriginal community participation in health service delivery, design and decision-making’.¹

The ACCE Strategy is framed around four key engagement pillars which articulate goals, strategies, and actions, of: *Individuals; Directorates, programs and services; Network; and Systems.*

The HPC commissioned PwC Indigenous Consulting (PIC) to undertake a Post Implementation Review to understand any relevant short term outcomes delivered to date against the framework of the ACCE Strategy.

The overarching purpose of the Post Implementation Review performed by PIC is to answer the following the questions:

- ① ***How successful has the ACCE Strategy been in influencing change in the short term?***
- ② ***What are the remaining gaps on consumer and community engagement activities that would be expected to achieve the ACCE Strategy’s staged aims in the short term?***
- ③ ***What are the key emerging areas for future focus that will improve the chances of achieving medium and long-term***

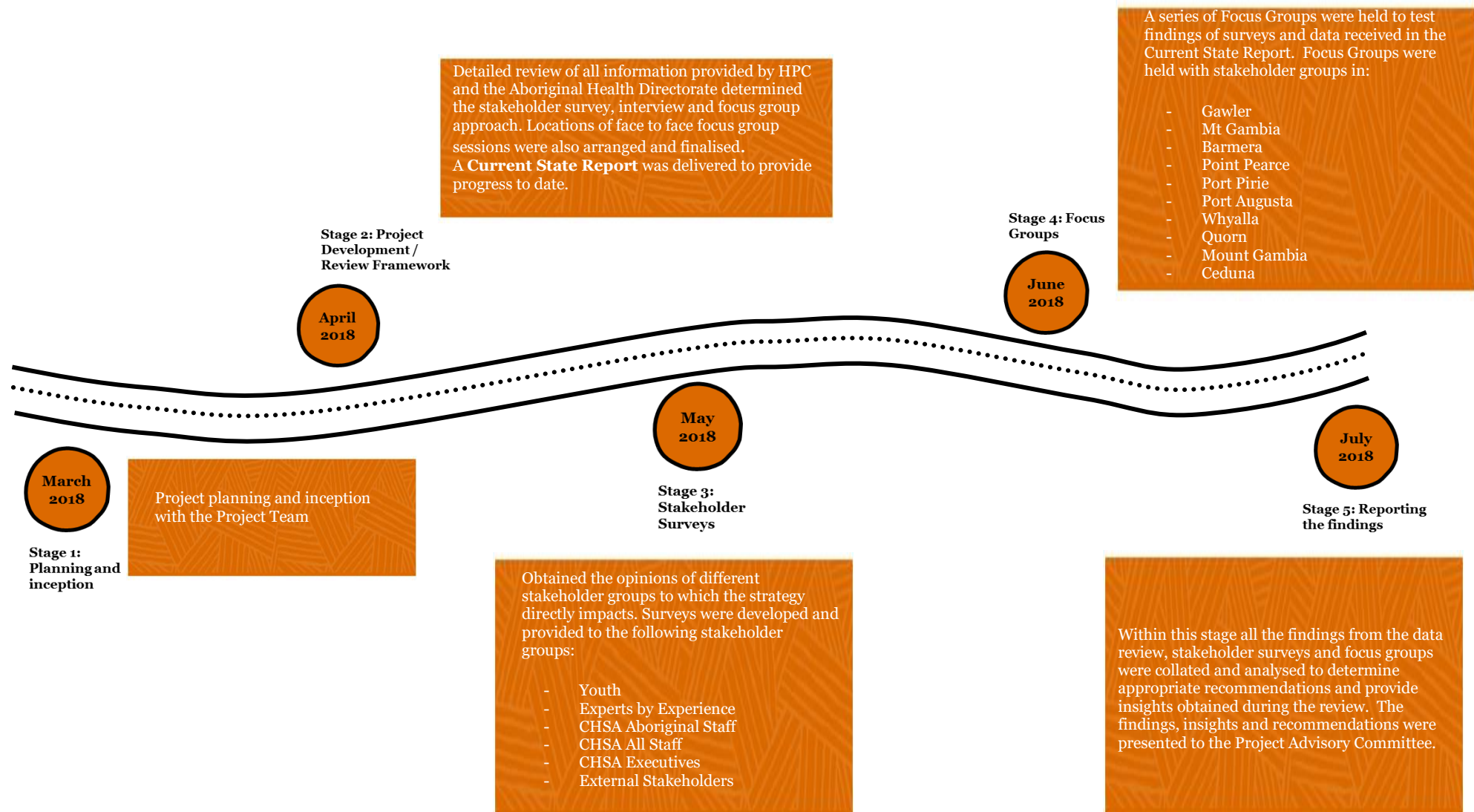
This community report provides the findings and recommendations of the Post Implementation Review of the ACCE Strategy conducted by PIC.

Note that this report has been condensed to provide a “snapshot” of the findings and recommendations of the review. If you would like a copy of the “Full Version Report” please contact the Health Performance Council Secretariat:

T. (08) 8266 3057 E. healthhealthperformancecouncil@sa.gov.au

¹ Health Performance Council, *Post-implementation review of the Country Health SA LHN (CHSALHN) Aboriginal Community and Consumer Engagement (ACCE) Strategy, 2015: Indicative evaluation plan*, October 2017; PwC Indigenous Consulting, *Country Health South Australia Local Health Network: Aboriginal Community and Consumer Engagement Strategy Review - Project Plan*, Health Performance Council Australia, March 2018.

Storyline of PIC Post Implementation Review



Recommendations

The findings from the review indicated that the current ACCE Strategy is delivering some positive results in relation to delivery of health services and care through effective engagement with Aboriginal people and communities, however there are also some clear areas for improvement.

To enable effective implementation of the ACCE Strategy in relation to improving performance against target outcomes, recommendations have been framed within the four pillars of the ACCE Strategy.

Individual

Build and capitalise on the knowledge of experts, which includes better utilisation of Experts by Experience members

Develop and implement a strategic communication and engagement plan for the EbyE register across all CHSALHN service regions with the aim of increasing the number of experts on the register.

Review current content and delivery of induction for EbyE members.

Prioritise internal organisational process on how, where and when EbyE members can be utilised, including examples on how EbyE members are being used and the process of monitoring EbyE member utilisation across the regions

Moving towards greater regional engagement

Build greater community and stakeholder awareness of the ACCE Strategy by developing and implementing a marketing plan to communicate internally to all CHSALHN staff and externally to all key stakeholders, the purpose and key activities of the ACCE Strategy, including how they might become involved;

In partnership with key stakeholders, develop and implement a regional strategic Aboriginal community and consumer engagement plan

CHSALHN should build stronger partnerships and consider best practice lessons from ACCHO's to enable holistic coordination and provision of culturally responsive services to Aboriginal people;

Focus on efforts to build health sector-wide (which include hospitals and health centres) coordination and knowledge sharing of best practice on Aboriginal health matters

Develop and implement a marketing plan that takes a strengths based approach to engaging the unique health and wellbeing needs of Aboriginal youth and Elders.

Directorates, Programs and Services

Cultural competence – embedding culture at the centre of change

In the short term, CHSA should prioritise all staff completing the mandatory online cultural awareness training

In the medium term, CHSA have committed to the development and implementation of face-to-face cultural competency training for staff by December 2019. All staff (including CHSALHN executives) should receive this training and should be delivered by Aboriginal community health experts and locally designed for each region.

Utilising EbyE members and sounding board members in each region should be key stakeholders in this process;

In the medium-long term, CHSA should continue to build the knowledge base of staff on Aboriginal cultural and health matters. This includes providing opportunities for all staff to participate in cultural immersion activities

Building the capability of staff

Review current content and delivery of CHSA staff training on health consumer engagement and advocacy, which includes:

- Aboriginal perspectives in the design and delivery of staff training;
- Provide the opportunity for all staff across CHSALHN service regions to participate in health consumer and advocacy training which has a specific focus on Aboriginal health;

Monitor and evaluate the impact and effectiveness of staff training in addressing the health needs of Aboriginal people and communities.

CHSA Reconciliation Journey

Map the ACCE Strategy and the RAP actions to understand where they are aligned and where duplication exists to ensure that the organisational documents are complementary and in order to clarify the purpose and practicality of implementation.

Network

ACCE Strategy Governance – the governance environment ‘two ways’

Build upon the findings and work already done in relation to understanding the governance and Aboriginal community engagement observations as outlined in the ‘Revisit Review of Country Health Advisory Councils’ (HACs) Governance Arrangements: A Health Performance Council report as part of the 4-Yearly Review (2015-2018);

Based on Aboriginal community perspectives and advice, including from EbyE members and Aboriginal health stakeholders, determine the best way forward, and ways to embed Aboriginal community voice within CHSALHN operations and across its service regions, including:

- embedding Aboriginal community perspectives in program development and delivery by considering and acting on best practice approaches to involving Aboriginal people in all stages of program development and delivery across all CHSALHN service regions;
- continue to consider and act on best practices approaches to creating culturally inviting and safe environments in hospitals and in health service across all CHSALHN service regions to increase Aboriginal community and consumer confidence in CHSA.

Continuous Quality Improvement

Consider how this strategy fits within the wider Aboriginal health care system generally, and how the principles of CQI can be used to provide for a more effective and efficient system of care overall.

Design and manage an appropriate EbyE Register using an appropriate data management system, ensuring the right level of confidentiality and transparency. CHSALHN would be well served to investigate Information, Communication and Technology systems which could:

- Accurately track activity, outcomes and performance generally;
- Act as a single source of truth by being used by both CHSALHN and Experts by Experience members (and potentially community – if community-control becomes a genuine option);
- Not just provide accurate information but provide timely information – promoting greater responsiveness, more timely assessment of performance against system KPIs;
- Be scalable and modular, so as to reduce the risks of costly future upgrades.

Effective implementation of any strategy, action plan or program requires adequate human, material and financial resourcing. It is recommended that resourcing for the ACCE Strategy be appropriately considered to fully understand the practicalities of implementation, delivery and impact of activities

Systems

Increasing Aboriginal Workforce

It is recommended that a CHSALHN Aboriginal workforce priorities plan would:

- be developed with Aboriginal CHSALHN staff and key Aboriginal stakeholders;
- have senior leadership support and championship;
- also focus on retention and development of existing Aboriginal staff; and
- consider not just entry level Aboriginal employment but also on increasing senior Aboriginal staff leadership within CHSALHN across all areas of its business. Setting targets and introducing KPI's into performance plans can be a useful strategy in this regard

Aboriginal health strategy standards

Ensure the ACCE Strategy appropriately aligns to the 2nd edition of the National Safety and Quality Health Service Standards (NSQHSS), in particular in relation to the six actions in the NSQHSS that specifically focuses on Aboriginal and Torres Strait Islander people;

Strengthen and clearly communicate the internal process on how to complete and when to use an Aboriginal Health Impact Statement (AHIS) across all CHSALHN service regions. This should include providing further guidance for staff in relation to internal endorsement and approval processes

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