



Stakeholder Engagement Framework WSLHD



Health
Western Sydney
Local Health District

The Stakeholder Engagement Framework WSLHD outlines who we are, what we stand for, and how we partner with our stakeholders to build and maintain a successful public health service for western Sydney.

Vision

Western Sydney Local Health District (WSLHD) recognises the need to transform the design and delivery of healthcare in response to changing consumer expectations, rapid advances in medical science and opportunity for technology to create a more integrated and responsive healthcare experience. Success in healthcare delivery in the decade 2020-2030 will be defined by a significantly better informed consumer exercising more choice; considerable enlargement in the use of information technology to inform the delivery of healthcare and empower individuals in managing their healthcare; and a much better defined relationship between health outcomes and costs.

We negotiate the pathway to success in collaboration with many stakeholders and partners. It is essential that we understand who these parties are, their relevance to success, and effective means of managing these relationships. A stakeholder engagement plan is very helpful.

Who are we and what do we stand for?

Our community in western Sydney is one of the most culturally diverse in the world. Our community speaks 170 language groups, almost half our families speak a language other than English at home and we have the largest urban population of Aboriginal and Torres Strait Islander people in Australia. As the NSW public health service provider in western Sydney, we align our strategic priorities with the needs of our community to provide excellent health care service. This involves identifying the health challenges confronting our community, as well as our staff challenges and needs so that we can provide internationally recognised best practice community appropriate health care.

Community Engagement Vignette

Within the Community and Consumer Engagement Framework, we listen to the voices of western Sydney community members. In 2016 Community Representatives of the WSLHD Consumer Council asked how we were preparing for the future health impact experienced by refugees in western Sydney. Consequently, a collaboration between staff, community organisations, the PHN and other partners has resulted in the pooling of data from many sources. The result has been described as “probably the strongest data set available to understand what we need to do to best serve this group of western Sydney residents”. This was a direct result of listening to our communities.

WSLHD Strategic Priorities

Healthy people

We are invested in keeping the people of western Sydney healthy -now and in the future.

Exceptional people

Our people are the heart of our organisation, we want to support, nurture and recognise them

Integrated research, education & clinical care

We will make research and education integral to our pursuit of clinical care excellence.

Patient experience matters

We will improve our communications, be transparent and accountable. We will deliver safe, quality care whilst retaining dignity and respect.

Spending wisely

We have a commitment to our community to achieve real results for our investment.

Information underpins everything we do

We understand that health strategy and digital health are now one and the same.

What are the objectives of Stakeholder Engagement?

WSLHD values engaging with our stakeholders for a number of reasons including:

- Meeting the needs of our community

- Ensuring we understand the perspectives and expectations of our stakeholders
- Ensuring we understand the risks and benefits of our key relationships
- Ensuring we remain alert to trends and issues that can affect our mutual goals
- Ensuring we continue to build trust and confidence in the achievement of our shared goals

Who are our stakeholders?

A stakeholder is any group or individual who can affect or is affected by the achievement of the organisation's objectives. WSLHD stakeholders include:-

Consumers

Local Community

Staff

Media

Commonwealth Government and Agencies such as;

- Department of Health
- Department of Industry, Innovation and Science
- Australian Digital Healthcare Agency
- Productivity Commission
- Australian Health Practitioner Regulation Agency (AHPRA);
- Primary Health Network

State Government and Agencies including;

- Department of Premier and Cabinet
- NSW Treasury
- Audit Office of NSW

- Department of Finance, Services and Innovation (DFSI)
- Information and Privacy Commission NSW
- Cancer Institute NSW
- Transport for NSW
- Department of Education and Community (Children’s Services)
- Family and Community Services
- Industrial Relations Commission
- Health Care Complaints Commission (HCCC)
- State Records Authority
- NSW Police Force
- Urban Growth NSW
- Regulators such as ICAC; Safework NSW; Environmental Protection Authority (EPA);
- Ombudsman
- NSW Civil and Administrative Council (NCAT)
- Fire and Rescue NSW
- Corrective Services NSW
- State Coroner’s Court of NSW
- Mental Health Tribunal
- Industrial Relations Commission
- Sydney Health Partners

Ministers of Parliament

The NSW Health system comprising the:

- NSW Minister for Health
- Minister for Mental Health, Minister for Medical Research and Assistant Minister for Health
- NSW Ministry of Health
- Agency for Clinical Innovation (ACI)
- Clinical Excellence Commission (CEC)
- Bureau of Health Information (BHI)
- Health Education and Training Institute (HETI)
- Ambulance Service of NSW

- NSW Health Pathology
- HealthShare NSW
- eHealth NSW
- Health Infrastructure
- NSW Local Health Districts and Networks

Business partners and social policy groups such as:-

- Non-government organisations (NGOs)
- Aboriginal Community Controlled Health Service
- Sydney Business Chamber – Western Sydney
- Greater Sydney Commission

Business Partner Engagement Vignette

Western Sydney Service Delivery Reform is a collaborative with Family and Community Services, Children’s Hospital Westmead, WentWest (the Western Sydney Primary Health Network), NSW Departments of Premier and Cabinet Regional Coordination; Education; Police; Juvenile Justice; and Western Sydney University.

Key leaders from each organisation come together to enable clinicians, managers and front line staff to help children, youth and families get the services they need to stay healthy, safe and functioning, through prevention and early intervention.

Through building relationships and partnerships with a wide range of government and community organisations, the WSLHD can ensure stronger, coordinated and integrated care is delivered that provides the right solutions for each individual and family.

- General Practitioners
- Local Councils
- Industrial Bodies

- University of Notre Dame
- University of Sydney
- Western Sydney University
- Westmead Medical Research Foundation
- Westmead Institute for Medical Research
- Accreditation bodies
- Western Sydney Community Forum

What do we understand about our stakeholders?

WSLHD has conducted a stakeholder analysis exercise to ensure that we can realise our objectives for stakeholder engagement. Over one hundred stakeholders were identified. WSLHD adapted the theoretical methodology of American and Canadian academics ¹Mitchell, Agle and Wood to complete this process. Through considering the attributes of stakeholders and the organisations' objectives, communication with a large sample of stakeholders was undertaken to facilitate a mutual understanding of expectations. The Executive and senior management team now partner the Chief Executive (CE) in implementing the appropriate engagement plan for each of our stakeholders.



Our Engagement

Executives and senior managers hold key positions in the stakeholder engagement plan and have been assigned the role of 'lead' or 'partner' to each stakeholder group or individual. The responsibilities of each role are clearly defined and agreed. All leads and partners report to the Chief Executive.

Stakeholders have differing attributes such as whether they fund WSLHD, regulate our operations, provide or receive our services or partner us in business activities.

The method of engagement for stakeholders therefore is tailored to meet the purpose of the engagement and to meet the expectations of stakeholders. Examples of engagement include;-

Consumers and the local Community
 WSLHD annual public forum; WSLHD Internet; Social Media – Facebook and Twitter; Community and Consumer Engagement Framework; Pulse magazine
 Complaints & Compliments portal

Staff

Building management capability;
 Leadership programs; Elevate programs;
 Staff forums; Your Say/Culture Surveys
 WSLHD Quality Awards; Pulse magazine;
 Internal and external advocacy; Media and communications

NSW Department of Premier & Cabinet

The WSLHD CE is co-chair and representative on the Greater Western Sydney Regional Action Plan Meeting (DPC); WS Service Delivery Reform Management Group; Diabetes Prevention

Alliance; Premier’s Award Program;
Media; Funding innovation
Greater Sydney Commission
Strategic Development Western Sydney;
Contribution to and participation in
regional planning; workshops and
seminars; Contribution to implementation
program of regional plans

Primary Health Network

The WSLHD CE is a Board member and co-chair of the WSLHD Partnership Advisory Council; The CE co-chairs the WS Diabetes Prevention & Management Initiative Steering Committee; CE chairs the WS Integrated Care Program Governance Committee; Conference and workshop contributor

Sydney Health Partners

Board / governance structure membership; Information Committee membership; academic and health service alliance to promote research and translational research

University of Sydney

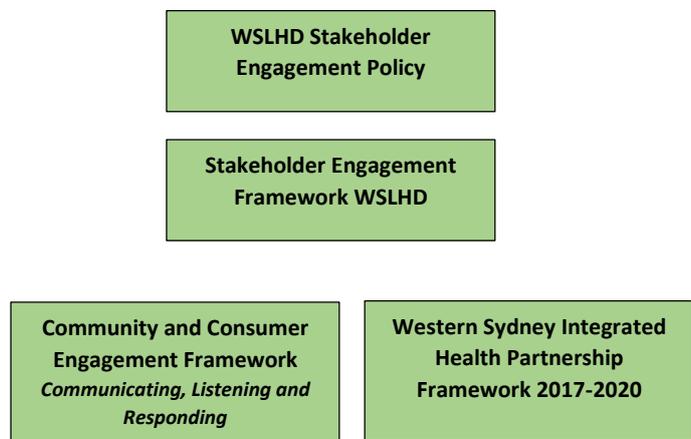
Westmead precinct partners; Stage 1 Westmead redevelopment; Medical dean’s co-ordination committee

Western Sydney University (WSU)

Memorandum of Understanding with WSLHD, South West Sydney and Nepean Blue Mountain Local Health Districts; WSU/WSLHD Partnership Meeting (Professorial Chairs); Westmead Precinct Partners; Members Westmead Alliance; Members Sydney Business Chamber - Western Sydney

Targeted WSLHD Stakeholder Frameworks

WSLHD is a significant employer within western Sydney being 14,000 people strong. It has an operating expenditure of \$1.6b and a current capital program of \$1.1b. This large, growing and complex organisation has a sizeable environmental footprint within western Sydney and requires good organisational governance and targeted stakeholder frameworks to ensure comprehensive stakeholder engagement. WSLHD stakeholder governance is led by Board policy and an overarching stakeholder framework that accounts to the Chief Executive. Devolved and targeted frameworks can be seen in the following diagram.



The Measurement of Success

- The success of our stakeholder engagement will be measured in multiple formal and informal ways. These include:-
- Use of AA1000SES² that provides a framework for assessing stakeholder engagement programs

- Evaluation of partnership agreements
- Staff and consumer satisfaction surveys
- Public, business and staff forums
- Our compliments and complaints management system
- Social media feedback
- Performance agreements between the Chief Executive, the Executive and senior management

References

¹Mitchell, R. K., B. R. Agle and D. J. Wood (1997). "Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts." Academy of management review **22**(4): 853-886.

²Accountability. 2015. AA1000 Stakeholder Engagement Standard (SES) 2015

Strategic Partner Vignette

WSLHD was an integral partner in winning the Great Integrated Planning Project at the inaugural Greater Sydney Commission Planning Awards in February 2017. The Westmead precinct partners include WSLHD, The Sydney Children's Hospitals Network, research institutes and universities.

The Westmead precinct partners were recognised as making a significant difference to the operating environment and strategic direction of Westmead. The partners have been working together as well as with government agencies and commercial partners to create an exciting and innovative future for health and education at Westmead.

Achievements of the precinct partners include strategic input and support for projects such as Western Sydney University's commercial and residential development, UrbanGrowth's NSW Parramatta North Urban Transformation project and the Parramatta Light Rail linking Westmead to Parramatta all helping to make Westmead a liveable, workable and accessible precinct.