



HEALTH CONSUMERS'
COUNCIL

YOUR VOICE ON HEALTH

Strategic Plan 2015 - 2020

16 December 2015



Health Consumers' Council Charter

Our Vision

To be the independent and effective voice for all health consumers in Western Australia and for health consumers to be active partners in the health care system.

Our Mission

To promote an equitable consumer-centred health care system that protects the rights of all Western Australians.

Our Purpose

To raise awareness of and advocate for health consumers' rights in Western Australia.

To support health consumers to be active partners in health policy, planning, review and research.

Our Values

- Respect – valuing diversity and actively seeking everyone's contribution
- Empathy – considering other peoples' world views, experiences and emotions
- Equity – advocating for the whole community
- Collaboration – working together to achieve positive outcomes
- Integrity – aligning our actions with our values
- Accountability – taking responsibility for our actions, measuring our effectiveness
- Innovation – creating new ways to achieve effective outcomes
- Knowledge – applying the latest learning to our practice and procedures



Background to HCC's Strategic Plan

At the time of writing this in December 2015 the health sector is undergoing a significant amount of state and federal health reform. WA now has one organisation, WA Primary Health Alliance, managing the entire state's primary health care agenda once held by Medicare Locals. WA Health's Legislative and Governance reform will see a devolution of management to Area Health Service Boards which will have both a hospital and primary care remit. The Office of Safety and Quality in Health Services are reviewing their Standards requiring further support for the health sector to engage with community in health service design. WA Non-Government Organisations (NGOs) need support to engage with their consumers in service planning and review. A new Mental Health Act has been proclaimed in WA; the list goes on and on. HCC is involved and affected to a greater or lesser extent in all of these reforms through our established position in WA's health sector. The opportunity there for the taking is to build on our foundation and grow into a new organisation to meet 21st century health challenges.

Due to this reform creating a dynamic environment, it is intended to have a one-year plan to build on outcomes reporting to establish effective quantitative and qualitative performance measures. This will build the foundations for a 2017-2022 Plan with a two-year focus and five-year outlook.

Where HCC is now

- 95% funding from WA Health
- 650 individual health consumer advocacy cases each year, including 250+ mental health consumers, 2.8 FTE Advocates
- Aboriginal Advocacy Program with funding in jeopardy
- Consumer and Community Representative Program including Diversity Dialogues
- Membership on key committees including Clinical Senate Executive Advisory Group, WA Primary Health Alliance Strategic Group, Health Networks Co-Leads Group etc.
- 800+ members, 500+ twitter followers, website with integrated blog

Where we want to be by 2020

- 50/50 WA Health and diverse income streams
- 3,000 consumers assisted by co-located advocates in key metropolitan and rural sites.
- Online self-advocacy resources for consumers to understand health rights, health navigation
- Revamped Aboriginal Program with Cultural Competency training in health complaints
- Re-vamped Consumer and Community Program with HCC endorsed Consumer Representatives and an engaged network of Consumer Advisors; enhanced cultural competency training
- Diverse new networks from partnering with other health NGOs and advocacy networks.
- 1500+ members both individual and corporate, 5000+ social media followers, regular blogs and guest blogs, updated content



How we are going to get there – HCC Strategic Objectives 2015 -2020

Support individuals and community through advocacy and health literacy initiatives

Drive effective consumer, community, clinician and stakeholder engagement

Identify and communicate health trends and awareness to key stakeholders

Maintain an effective organisation through competent governance, strategic partnerships, consumer-centred leadership and outcomes based organisational management



Strategic Objective One

Support individuals through advocacy and health literacy initiatives

Strategies

- Increase the range of HCC's individual advocacy service.
- Engage diverse individuals and communities through advocacy and health literacy initiatives to navigate, access and provide feedback to the health system
- Develop web-based tools for the community to support self-advocacy and improve health knowledge.
- Work with the sector to develop advocacy skills training for paid and community advocates

Activities

- Investigate partnerships with health services to co-locate independent advocates.
- Partner to undertake health system mapping exercise to create a WA Health Navigation Tool and Consumer Toolkit that is accessible on the HCC website.
- Target audience groups identified and appropriate communication methods adopted.
- Consumer/Community resources on Consumer Rights produced in a variety of languages.
- Formalise relationships with Community Advocacy Agencies and NGOs in the development of a WA Health Advocacy Roundtable and progress development of an Advocacy Training Program.

1. Outcomes

- 1.1 Expanded consumer advocacy program including an Aboriginal Advocacy service
- 1.2 Increased consumer health knowledge and literacy as evidenced by participant survey feedback.
- 1.3 Enhanced community understanding of health terms and health economics.
- 1.4 Improved consumer visibility within the hospital setting by working closely with hospital Patient Liaison staff.

Strategic Objective Two

Drive effective consumer, community, clinician and stakeholder engagement

Strategies

- Develop and deliver new training programs to enhance community engagement.
- Create a more diverse consumer and community representation and advisor pool
- Secure strategic alliances and partnerships to strengthen new consumer, carer, clinician and stakeholder engagement strategies.
- Develop and deliver National Safety & Quality Health Service (NSQHS) Standards and Accreditation Training.
- Improve consumer focus/ access in HCC consumer portals including website and e-communications navigability

Activities

- Develop and implement new models of consumer engagement in service planning in partnership with health services.
- Host community events run in partnership with health NGOs, WA Primary Health Alliance etc. on health promotion, specific health issues and population issues to increase diversity of HCC Consumer Representative Network
- Create a pool of consultants to undertake training and facilitation of fee for service HCC events
- Partner to develop training for NGOs to engage with consumers in policy, planning and review of outcomes based contracted services.
- Develop and deliver training in both CALD and Aboriginal cultural competency for service providers.
- Develop an organisational stakeholder management plan including relationship management responsibilities
- Develop HCC website to ensure it is user friendly, resource-rich and easy to navigate.

2. Outcomes

- 2.1 HCC Consumer Representatives are professional and active participants in health service reform.
- 2.2 Consumer Advisory Networks support a wider pool of diverse consumers effectively engaged in health reform
- 2.3 Community engagement partnership projects held such as Community Forums
- 2.4 Consumer perspectives provided in the design and development of new health services, reforms or plans, such as WA Local Governments' Public Health & Wellbeing Plans.
- 2.5 Stakeholder management plan implemented and maintained.



Strategic Objective Three

Identify and communicate health trends to key stakeholders

Strategies

- Utilise data, research and inputs from HCC programs and partnerships to identify and communicate health trends to key stakeholders.
- Partner with leading health research and education institutions to enhance consumer-centred perspectives.

Activities

- Communicate with members and consumers to understand community needs and experiences with health services.
- Maintain an active voice in influencing policy directions and changes to the WA Health system.
- Support WA Health Translation Network opportunities and develop other partnership consumer centred research projects.
- Establish a communications strategy for stakeholder engagement including areas of responsibility.

3. Outcomes

- 3.1 Published findings of all research and evaluations HCC participates in.
- 3.2 Proactive development of HCC Position Papers, ongoing submissions to key reform agendas.
- 3.3 Community and consumer directed research undertaken in partnership with the WA Health Translation Network resulting in practical benefits for WA health consumers.
- 3.4 Communications strategy maintained and positive responses from stakeholders.



Strategic Objective Four

Maintain an effective organisation

Strategies

- Maintain an effective organisation through competent governance, strategic partnerships, consumer-centred leadership and outcomes based organisational management.
- Promote and support opportunities for HCC Members, Board, Volunteers and Staff to input into HCC policy, research and advocacy activities.
- Create diverse income streams
- Investigate “Excellence Award” opportunities and foster innovation

Activities

- Develop and implement a new HCC Communication Strategy to direct media and marketing activities.
- Develop social enterprise activities such as fee for service training, especially targeting the private health sector.
- Maintain constitution and incorporation style in alignment with external environment to optimise organisational effectiveness.
- Investigate Tax Deductible Gift Recipient Status.
- Embed fundraising activities within HCC core functions.
- Finalise review of HCC’s policies.
- Review HCC Membership policies, offerings. Consider Members vs. Followers.
- Create an intranet for HCC Board, Volunteers and Staff.
- Implement a formal programme to optimise Board Effectiveness.
- Support and align HCC workforce skills and strategies.
- Innovation workshops
- Develop HCC’s Risk Management Framework

4. Outcomes

- 4.1 Enhanced community understanding of the role of HCC.
- 4.2 Diverse streams of income to enhance HCC’s sustainability and independence.
- 4.3 HCC Board fundraising targets established and exceeded.
- 4.4 Robust governance framework and organisational structure maintained.
- 4.5 A robust outcomes reporting mechanism is developed with effective quantitative and qualitative performance indicators
- 4.6 Updated Constitution and DGR Status allowing for tax deductible gifts and enhanced work benefits.
- 4.7 Demonstrable evidence of continuously improving HCC Board effectiveness.
- 4.8 HCC Member Benefit Scheme and Member Surveys undertaken, demonstrating satisfaction with HCC’s performance and value. 5,000 social media “followers”