

Northern Queensland PHN

Stakeholder Engagement Framework

January 2020



Northern Queensland Primary Health Network acknowledges the Aboriginal and Torres Strait Islander peoples as Australia's First Nation Peoples and the Traditional Custodians of this land.

We respect their continued cultural and spiritual connection to country, waters, kin, and community.

We also pay our respect to their Elders past, present, and emerging as the custodians of knowledge and lore.

We are committed to making a valued contribution to the well-being of all Aboriginal and Torres Strait Islander peoples of northern Queensland.

The *Stakeholder Engagement Framework* forms part of a suite of strategic documents including those noted below which guide and operationalise the Northern Queensland Primary Health Network Board of Directors' vision for Northern Queenslanders to live happier, healthier, longer lives.



Stakeholder Engagement Framework



Strategic Investment Framework



Health Outcomes Framework



Health Needs Assessment

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1. Introduction

1.1 Who we are

Northern Queensland Primary Health Network (NQPHN) is an independent, not-for-profit organisation funded by the Australian Government to commission services to meet the health needs and priorities of our region.

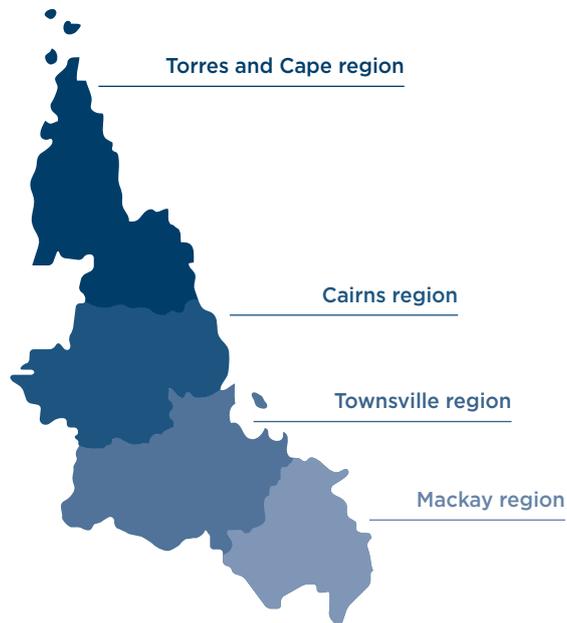
Our vision is for *Northern Queenslanders to live happier, healthier, longer lives.*

1.2 Where we work

Our region spans an area of 510,000km² and is home to over 698,068 residents (as at 30 June 2018), of whom 11.5 per cent are Aboriginal or Torres Strait Islander people. The majority of our population is located within the regional centres of Cairns, Townsville, and Mackay, but a significant amount of people live outside of the cities in rural and remote areas, including Cape York Peninsula and the Torres Strait Islands.

Our footprint includes four Hospital and Health Services, and covers 31 local government and Aboriginal Land Council areas.

Some key highlights of our region include:



4 Hospital and Health Services    15 Aboriginal Medical Services

31 Local Government Areas (LGAs)  21 out of 31 LGAs have people living in very remote areas

From 2011 to 2041, our population is projected to increase by  35% to 933,709

80,501 
Indigenous people (11.5% of our population and 10.1% of total Australian Indigenous population) Source: Queensland Health

80.3% 
of our population live in 'outer regional Australia'

7.8% 
of our population live in 'remote' or 'very remote' areas

Statistics current as at September 2018.

1.3 What we do

We identify health needs through extensive analysis across our region, working with health care professionals and other key stakeholders. We then commission services through private, not-for-profit, and government organisations to meet those needs and foster healthier communities.

There are 31 Primary Health Networks (PHNs) across Australia. The Australian Government has agreed to six key priorities for all PHNs. These key priorities are:

- » Mental health
- » Aboriginal and Torres Strait Islander health
- » Population health
- » Health workforce
- » Digital health
- » Aged care.

2. Overview

In order for NQPHN to achieve our vision, we must work in partnership with the community and the various providers in it. For this reason, working well with our stakeholders is critical.

This Stakeholder Engagement Framework creates the foundation for effective stakeholder engagement. It provides a consistent approach to guide the way that NQPHN engages its stakeholders and sets shared expectations on how we can partner to deliver shared value.

This document sets out:

- » The outcomes that we are seeking to achieve through stakeholder engagement;
- » The principles guiding our engagement; and
- » Our approach to engaging stakeholders.

Our approach to stakeholder engagement is informed by the:

- » Internal Association for Public Participation’s (IAP2) Public Participation Spectrum and Quality Assurance Standards;
- » AA1000 Stakeholder Engagement Standard (AA1000SES) 2015; and
- » Feedback provided through consultations with some of our key stakeholders.

3. Outcomes

The key outcome of our stakeholder engagement work is to improve the health and well-being of the North Queensland community. This is underpinned by a number of specific objectives which is depicted in the diagram below:





4. Guiding principles

The guiding principles characterising our approach to engagement are outlined below:

Human-centred

We work with people and see respectful relationships as the foundation for effective engagement. We strive to build trust, ensuring that the needs and priorities of our stakeholders are well-understood and it informs the way we engage.

Consistent

We ensure that stakeholder engagement is prioritised across all levels and roles of the organisation, ensuring that our language and messaging is consistent.

Evidence-informed

We proactively engage on key priorities for our community, informed by evidence. We know that evidence comes in many forms and consider quantitative and qualitative data (e.g. storytelling and lived experience) equally important to inform our work.

Collaborative

We understand that we cannot achieve our desired outcomes by ourselves. We actively seek the involvement and input from our key stakeholders, ensuring that shared outcomes and priorities form the foundation of all working relationships.

Inclusive

We work in a diverse system and ensure that the stakeholders we engage are representative of the sectors and regions in which we operate. We remain open to new and different perspectives, harnessing the potential for diversity.

Proactive

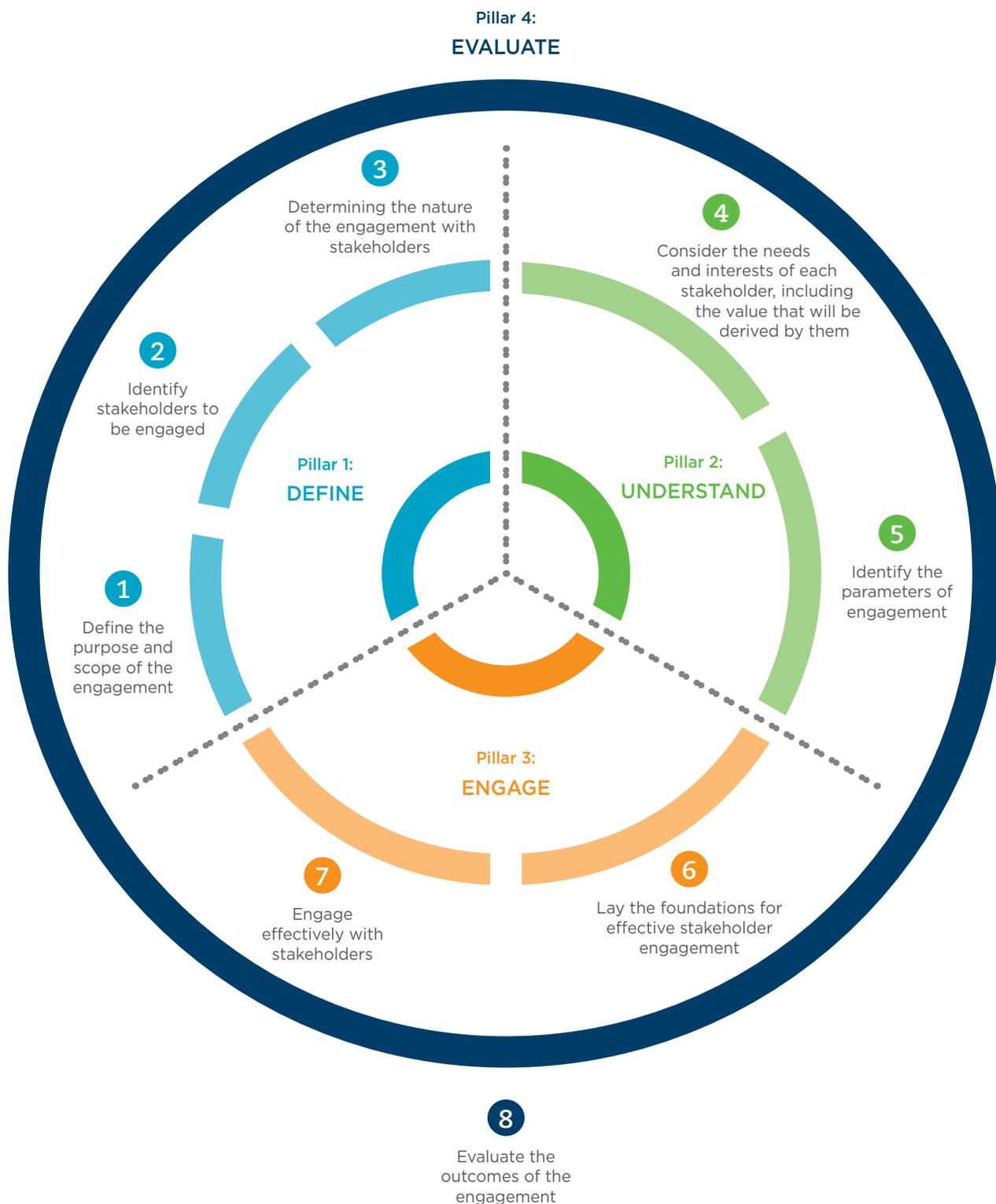
We take initiative to engage our stakeholders and continuously look for opportunities to improve the way we engage.

Respectful

We value the input and expertise of our stakeholders and recognise that different stakeholders have varied needs. We ensure that we create a safe environment for engagement to occur.

5. Approach

NQPHN's stakeholder engagement approach consists of four elements – Define, Understand, Engage and Evaluate. The diagram below provides an overview of the four elements.



Each of the element and steps to activate these are outlined in the following pages.

5.1 Define

This element defines the overarching components of the engagement, including the purpose, scope and stakeholders to be engaged

Define the purpose and scope of the engagement

Purpose

The purpose of the engagement informs the overall design of the engagement. The diagram on the following page defines different reasons for stakeholder engagement, which range from 'awareness raising' to 'collective decision making'.

Once the engagement purpose is defined, it clarifies a number of key elements for the engagement. This includes (but is not limited to):

- » The stakeholders to be engaged;
- » The most appropriate level of engagement for each stakeholder; and
- » The best engagement method to adopt.

Scope

With a clear purpose for the engagement, the engagement scope can be defined. This means identifying the following factors:

- » The specific areas of focus for the engagement; and
- » The topic areas that are out-of-scope for the engagement.

Both factors should be explicitly identified upfront to set accurate expectations amongst stakeholders and ensure that the engagement is targeted and productive.

Ask yourself

To define the purpose and scope of your engagement, consider the following questions. These will assist to clarify the purpose and scope of the engagement:

Purpose:

- » What do you hope to achieve through the engagement?
- » How does the engagement support the outcome(s) of the activity that you are undertaking (e.g. commissioning, capacity building, partnership development)?
- » How does the engagement support / align with NQPHN's strategic objectives?

Scope:

- » What will be the topic areas for engagement?
- » What are the topic areas that are out-of-scope for the engagement?

Potential purpose for engagement:

Increasing interaction and accountability between all parties involved

Awareness raising

Example:

- » Creating better awareness around a particular topic

Relationship building

Example:

- » Introducing NQPHN to an organization who has limited knowledge/ interactions about the PHN

Information gathering

Example:

- » Seeking input to develop greater understanding of a particular issue and to gain more diverse perspectives

Collective decision making

Example:

- » Collectively determining the future direction of a project

Identify stakeholders to be engaged

Having defined the purpose and scope of the engagement, involving the right stakeholders will determine the outcomes of the engagement, increasing the likelihood of success. Individuals and/or organisations that should be considered as stakeholders include those that:

- » Are directly involved in the project or activity;
- » Are likely to be affected by the project or activity; and
- » Are likely to impact the project or activity outcome.

The selection of stakeholders will inform the key parameters for the engagement, including timing, location and method of engagement.

A stakeholder map that identifies the various stakeholder groups that are part of NQPHN's catchment is provided below. The map is not exhaustive and is designed to support the identification of key stakeholders to be included in the engagement process.

It is important that when identifying stakeholders that particular attention is paid to ensuring diversity of perspectives, rather than just focusing on stakeholders that are 'obvious' or supportive of the particular project/initiative.

Where appropriate, this includes involving:

- » Hard-to-reach population groups such as individuals from culturally and linguistically diverse (CALD) backgrounds, Aboriginal and Torres Strait Islanders and refugees; and
- » Stakeholders with different perspectives (including ones with opposing views).

! Ask yourself

The following questions below will need to be considered when identifying the key stakeholders to be involved in the engagement:

- » Who has an interest in the project or activity?
- » Who will be impacted (either directly or indirectly) by the outcomes of the project or activity?
- » Who is in a position to influence the outcomes of the project or activity?



Determining the nature of the engagement with stakeholders

With the stakeholders identified, engagement with stakeholders needs to be prioritised ensuring that the appropriate level of engagement is determined for each stakeholder. This ensures that stakeholder engagement is targeted, maximising the limited resources available to undertake the engagement.

The matrix below provides a structured approach to classifying stakeholders into 4 different categories, each with a different level of engagement.

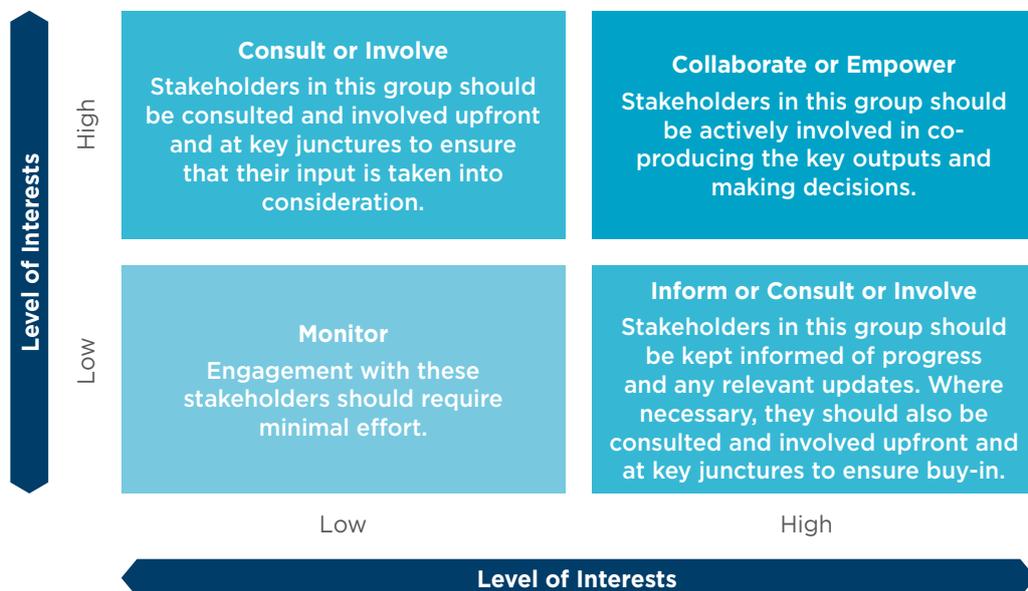


Ask yourself

To define the nature of the engagement with stakeholders, consider the following questions. These will assist to clarify the way in which you should engage to achieve an optimal outcome:

- » What level of interests does each stakeholder have in the project or activity?
- » What level of influence does each stakeholder have on the outcomes of the project or activity?
- » How important is it to engage each of the stakeholder?
- » What role do you require of each stakeholder? Do they need to be active participants in the engagement process or can they play a more passive role?

The spectrum identifies the level of interest amongst stakeholders to be engaged



The spectrum identifies the level of influence amongst stakeholders to be engaged or the value to be derived from stakeholders to be engaged

The level of the engagement to be undertaken with identified stakeholders is further detailed in the diagram below.¹ This includes identifying the objective and commitment by NQPHN for each different level of engagement.

	MONITOR	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Description	One-way engagement: stakeholder to organisation.	One-way engagement: organisation to stakeholder, there is no invitation to reply.	Limited two-way engagement: organisation asks questions, stakeholders answer.	Two-way or multi-way engagement: learning on all sides but stakeholders and organisation act independently.	Two-way or multi-way engagement: joint learning, decision making and actions.	New forms of accountability; decisions delegated to stakeholders; stakeholders play a role in shaping organisational agendas.
Objective	To keep track of the views of stakeholders. There is no explicit relationship at this stage.	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To enable stakeholders to play an active role in contributing towards decision making and delivering on desired outcomes.
Commitment to stakeholders	We will respond in responsive manner when there is an issue.	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

¹ This table has been adapted from the AA1000SES and IAP2 Public Participation Spectrum.

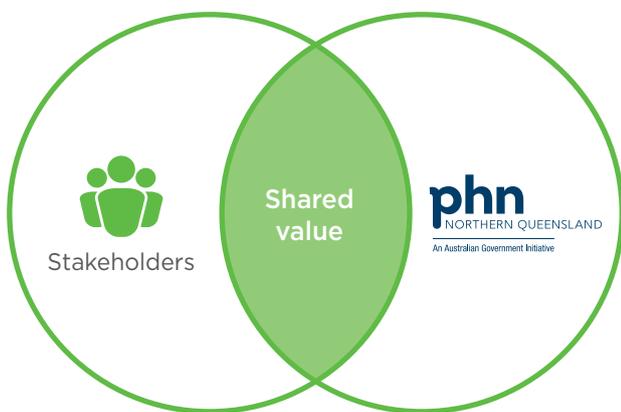
5.2 Understand

This element ensures that the engagement is appropriately targeted and nuanced by developing a good understanding of the stakeholders to be engaged

Consider the needs and interests of each stakeholder, including the value that will be derived by them

To ensure engagement is meaningful and sustainable, there needs to be shared value in the engagement between NQPHN and the stakeholder. This relies on NQPHN being able to empathise with the stakeholders to be engaged, ensuring that there is a good understanding of their:

- » Context;
- » Needs; and
- » Priorities.



Having a deep understanding of the stakeholders to be engaged enables NQPHN to understand what matters most to the stakeholders. Knowing this, NQPHN can ensure that the stakeholder derives value from the engagement.

If this is not possible, then NQPHN must consider alternate ways to add value to the stakeholders being engaged. Without this, stakeholders will have little motivation to engage meaningfully.

Examples of benefits for stakeholders:

- » Opportunities to inform the design and direction of a particular project/initiative;
- » Knowledge sharing;
- » Networking opportunities;
- » Gaining sector insights; and
- » Financial return.

! Ask yourself

The following questions will need to be considered when developing a good understanding of stakeholders:

- » What are some of the pain points that they are experiencing?
- » What is important to them?
- » What are their desired outcomes?
- » Are there constraints that would inform the overall engagement approach with them (e.g. language skills and working schedule)?

Using the answers to the questions above, it is then possible to define the value that a stakeholder will derive from the engagement. Knowing this allows NQPHN to structure its engagement to ensure shared value.

This involves answering the following questions:

- » How will this engagement benefit the stakeholders?
- » Does it align with their interests/priorities?
- » How else can we provide value if the stakeholders' interests/priorities do not align with the objectives of this engagement?



Identify the parameters of the engagement

Using the insights gained from having a good understanding of stakeholders to be engaged, the following parameters for engagement can be defined:

- » **Location of the engagement**
Engagements should be conducted in settings which are comfortable and convenient for the stakeholder, ensuring that the engagement delivers the best outcome
- » **Timing of the engagement**
Engagements should be conducted during times which are conducive for the stakeholders to participate
- » **Method of engagement**
Engagements should be conducted using methods of engagement that make it easy for stakeholders to engage. The most appropriate method of engagement can be determined with the help of the table below.

These parameters are particularly important considerations when engaging with hard to reach or disadvantaged groups, as the parameters for engagement often create barriers to effective engagement.



! Ask yourself

Location of the engagement

- » Where would the stakeholder prefer/ feel most comfortable to conduct the engagement?
- » Where would be convenient for them?
- » Where would make them feel relaxed?

Timing of the engagement

- » What time would align with the stakeholder's availability and optimal time for being engaged?

Method of engagement

- » What method of engagement would make it easiest for a stakeholder to engage with?

Note: Where necessary and appropriate, stakeholders should be consulted on the *parameters* of the engagement.

The diagram below illustrates the methods for engagement that align best with the different levels of engagement that were noted earlier. In determining the most appropriate method for engagement, availability of resources (including human resources, time and financial resources) must be considered carefully.

	MONITOR	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Method of engagement	<ul style="list-style-type: none"> • Media and internet tracking • Stakeholder feedback 	<ul style="list-style-type: none"> • Media releases • Websites • Speeches, symposiums and presentations • Fact sheets • Posters • Brochures • Letters • Videos 	<ul style="list-style-type: none"> • Surveys • Focus groups • Meetings • Workshops • Online feedback 	<ul style="list-style-type: none"> • Multistakeholder forums • Advisory panels • Workshops • Online discussion forums and engagement tools 	<ul style="list-style-type: none"> • Multistakeholder initiatives • Joint projects • Joint ventures • Partnerships 	<ul style="list-style-type: none"> • Integration of stakeholders into governance, strategy and operations of the organisation



5.3 Engage

This element sets out how the engagement should take place

Lay the foundations for effective stakeholder engagement

Before any engagement with stakeholders occurs, a number of critical enablers need to be in place to ensure that the engagement is meaningful and effective. These enablers are set out in turn below.

ENABLER	RATIONALE
Awareness: Ensuring stakeholders are aware of NQPHN (including NQPHN's role and priority in the health system)	This enables stakeholders to have clear and accurate expectations of NQPHN
Value: Ensuring stakeholders are informed of the shared value in the engagement (i.e. the value/benefit of the engagement for the stakeholders is evident). This is informed by the value/benefit identified under the 'Understand' element	This creates a desire for stakeholders to engage with NQPHN
Information: Ensuring stakeholders are informed of the key details of the project in advance of the engagement. This should include: <ul style="list-style-type: none"> • Sufficient background information • Clear articulation of the objectives and scope (i.e. specific topics areas) of the engagement 	This enables stakeholders to enter into the engagement armed with all the necessary information to provide useful input
Consent: Ensuring stakeholders have explicitly agreed to participate in the engagement	This ensures that stakeholders feel comfortable participating in the engagement

Continued on following page.

! Ask yourself

Awareness

- » Are the stakeholders aware of NQPHN?
- » Do they have enough information about what NQPHN does?

Value

- » Are benefits of the engagement evident to the target stakeholders?

Consent

- » Have stakeholders agreed to participate in the engagement?

Capacity

- » Do the stakeholders have the capacity to engage meaningfully throughout the engagement?

Capacity (continued)

- » What can be put in place to make the engagement a better experience for stakeholders?

Time

- » Have we allowed for enough time for stakeholders to prepare for the engagement?
- » Is there sufficient time for logistics to be organised?

Existing contacts

- » Does anyone at NQPHN know the target stakeholder?
- » If so, can a 'warm introduction' be provided?



ENABLER	RATIONALE
<p>Capacity: Ensuring stakeholders have the capacity to participate meaningfully in the engagement. In instances where this is not possible, additional initiatives or resources might need to be put in place (e.g. securing interpreters where necessary when engaging with members of the community from a culturally and linguistically diverse background; conducting co-design capacity building workshops before undertaking a co-design process with stakeholders).</p>	<p>This demonstrates to stakeholders that NQPHN is genuinely interested in their input and enables stakeholders to engage meaningfully.</p>
<p>Time: Ensuring stakeholders are given sufficient lead time in advance of the engagement.</p>	<p>This enables stakeholders to adequately prepare for the engagement.</p>
<p>Existing networks: Considering if there are internal contacts within NQPHN that already have an existing connection with the stakeholder.</p>	<p>This will make it easier for the stakeholders to engage with NQPHN as there already is a feeling of familiarity in place. It also helps to minimise the stakeholder feeling overwhelmed by different individuals from NQPHN contacting them.</p>

Engage effectively with stakeholders

The guiding principles outlined in an earlier section inform our approach to engaging effectively with stakeholders. These principles are:

- » Human-centred
- » Consistent
- » Evidence-informed
- » Collaborative
- » Inclusive
- » Proactive
- » Respectful

For further detail on these principles, please refer to the 'Guiding Principles' section of this document.

When engaging with stakeholders, the following practical considerations will also need to be made:

- » **Document output**
Output from the engagement should be properly documented and stored to ensure that it can be referenced in the future and used to support future engagements with the same stakeholder. Where appropriate (e.g. where no commitment to maintaining anonymity has been provided), critical insights/feedback gained will need to be communicated to the relevant areas of NQPHN. This will ensure that these insights/feedback can be leveraged accordingly to inform the work of the PHN.

» Close the loop

It is important that stakeholders are informed of how the output from the engagement will be utilised. If appropriate, they should also be:

- o Provided with copies of output gathered from the engagement; and
- o Informed of the final outcomes of the engagement activity.

Ask yourself

Document output

- » Has the output from the engagement been documented in a way that allows other people to understand the key insights?
- » Where appropriate, should other parts of the PHN be aware of the insights gained from the engagement?

Close the loop

- » Have the stakeholders been informed of how the output from the engagement will be utilised?
- » Have they been notified of the final outcome of the engagement? Where appropriate, have they been provided with the final output?



5.4 Evaluate

This element outlines the approach to evaluating the outcomes of the engagement

Evaluate the outcomes of the engagement

Continuous learning and improvement is essential to ensuring ongoing effective stakeholder engagement. Evaluation of any engagement must be considered and planned for before the actual engagement takes place to ensure that the necessary information required for evaluation is captured. This means that NQPHN must prepare for the evaluation at the commencement of the process, ensuring that all enablers are in place. Once the engagement is complete, NQPHN must then review the data captured to determine the efficacy of the engagement.

Insights from the evaluation will need to be documented appropriately and used to inform future stages of the engagement as well as other, future engagements. These insights need to be shared with the rest of the organisation to ensure the learnings can benefit everyone else. By doing so, this ensures that the experience of engaged stakeholders is continually monitored and enhanced.

The diagram below (which is based on the structure of this Stakeholder Engagement Framework) provides a structure that can be adopted to guide the evaluation process.



Ask yourself

- » What are the key questions that will need to be answered to know if the engagement was effective?
- » What are the sources of information which will need to be used to inform the key evaluation questions?
- » What is our approach to evaluation?
- » How is information on engagement activities (including insights gained) documented and shared with the organisation?

	Pillar steps	Key evaluation questions to answer	Sources of information	Approach
Define	<ol style="list-style-type: none"> 1. Define the purpose/objective of the engagement 2. Identify key stakeholders to be involved in the process 3. Prioritise the level of engagement for each stakeholder 	<p>Potential questions:</p> <ul style="list-style-type: none"> • Did the engagement activity achieve its outcomes? • What has the change been? • Has the relationship with the stakeholder improved? • Were the stakeholders involved the right ones? • Were they engaged at the appropriate level? 	<p>Potential sources of information:</p> <ul style="list-style-type: none"> • Survey • Interviews • Focus groups 	<p>Potential approaches to evaluation:</p> <ul style="list-style-type: none"> • Self-evaluation • Consulting stakeholders involved • Independent evaluation using third-party provider
Empathise	<ol style="list-style-type: none"> 1. Consider the needs and interests of each of the stakeholders and the potential value they might gain from the engagement 2. Identify the parameters of the engagement 	<p>Potential questions:</p> <ul style="list-style-type: none"> • Did we understand the needs of our stakeholders well enough? • Was there value provided to the stakeholders? • Was the engagement conducted in the most appropriate location? • Was the method of engagement the right one? 		
Engage	<ol style="list-style-type: none"> 1. Laying the foundation for effective stakeholder engagement 2. Engaging effectively with stakeholders 	<p>Potential questions:</p> <ul style="list-style-type: none"> • Were stakeholders able to engage meaningfully with us? • Were stakeholders provided with sufficient information upfront? 		



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