



**Health**  
Central Adelaide  
Local Health Network

2023-2028 and beyond

# Consumer Strategy

Shaping the future of health with  
world-class care and world-class research







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# We are all part of the story

*Ngadluku kuma pirrkutidli*

## Acknowledgement of country

We acknowledge that this land we work on is the traditional lands for the First Nations Kurna people, and we support their sovereign connection to this country which we are privileged to call our home.

We pay our respects to their leaders, past, present and emerging and acknowledge that their language, cultural and traditional beliefs held for over 60,000 years are still as important and relevant to the living Kurna and all Aboriginal people today.

CALHN is proud to promote the reconciliation artwork featured in this document.

'WARDLI PURRUTINTHI 'Place to live or to be alive' is designed by accomplished Aboriginal South Australian artist Allan Sumner, a descendant of the Ngarrindjeri, Kurna and Yankunytjatjara Peoples.

Allan's artwork depicts CALHN's important role in improving the health and wellbeing of South Australians by delivering world-class integrated healthcare and hospital services.

# Welcome Niina Marni

Central Adelaide Local Health Network's first Consumer Strategy reflects the value and respect our organisation places upon meaningful engagement and interaction with the community and builds upon the substantial work already undertaken by the network's consumer representatives and the Consumer Partnering and Consumer Experience teams.

The strategic priorities outlined in this document were created in partnership with consumers and are based upon what they have told us is highly valued by them throughout their healthcare experiences.

Some primary elements outlined in this strategy that will underpin our engagement and shape our interactions include recognising the value of patients' time, the importance of clinicians and consumers working together throughout their health journey, a focus on the specific needs of the individual and effective sharing of information.

These priorities will guide our efforts to empower consumers to have greater input into their care by creating more opportunities for them to connect and actively contribute, and ensure we are engaging with the diverse voices of our community.

Working collaboratively with consumers enables them to become active partners in their healthcare, guarantees a better consumer experience, strengthens the safety and quality of the network and leads to better health outcomes for the community.

We look forward to continuing our mutual engagement and partnerships with our consumers, while creating more opportunities for them to participate and actively contribute, as we implement this strategy.



**Kathryn Zeitz**  
Interim Chief Executive Officer  
Central Adelaide Local Health Network

## A message from CALHN's Consumer Partners

Partnering with consumers in CALHN is important so that consumers that are accessing services can contribute to shaping the future directions of CALHN, working together in partnership with our community to deliver safe and quality health care services. The Consumer Strategy highlights CALHN's commitment to partnering with consumers.

At CALHN, Consumer Partnering is a key 'start to finish' consideration initiated throughout the lifecycle of projects, system and process review along with any other service that influences patient care.

Key inputs from us as consumers provide information to decision makers to improve quality of service and health outcomes for all current and future patients. We provide a fundamental connection to be able to listen to patients, provide feedback to decision makers and monitor future actions. By providing external governance, consumer representatives help in determining the needs of the CALHN health network.

Consumer representation/advocacy means as consumers we can contribute, building on personal experiences. We are the voice for consumers to put forward thoughts, feelings, and ideas based upon our personal experiences.

# Our network

Central Adelaide Local Health Network (CALHN) is South Australia's largest health network, covering almost 30% of the population.

We deliver public health services at two major Adelaide hospitals – the Royal Adelaide Hospital and The Queen Elizabeth Hospital – and a range of rehabilitation and mental health facilities. We also deliver specialised community and clinical health services.

## Our hospitals

- The Royal Adelaide Hospital
- The Queen Elizabeth Hospital
- Hampstead Rehabilitation Centre
- Glenside Health Services
- Statewide Rehabilitation at The Repat Health Precinct

## Our community health services

- SA Prison Health
- DonateLife SA
- Integrated Care

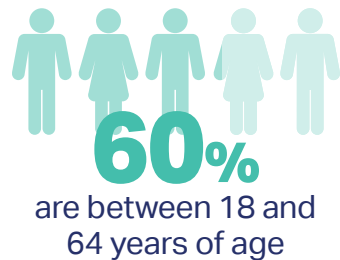
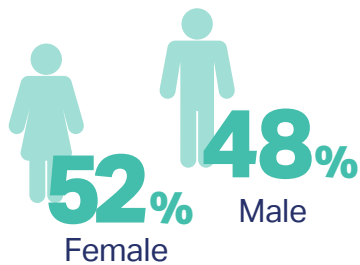
## Our state-wide clinical support services

- SA Dental
- SA Pathology
- SA Medical Imaging
- BreastScreen SA
- SA Pharmacy



# Our community

We are the most populated and diverse of all the health networks in South Australia.



## Growth of CALHN's consumer catchment area:

2016  
458,284

2021  
474,544

2026  
493,601

2031  
513,537

2036  
533,799



## Our culturally diverse community



**6,854** 



of our consumers are Aboriginal or Torres Strait Islander Australians

Based on April 2023 data,  
**3.3%** of CALHN consumers identified as Aboriginal or Torres Strait Islander

Migrants from non-English speaking backgrounds make up nearly 15% of SA's population

**15%**

In CALHN, **39%**  of residents were born outside of Australia, the greatest cultural diversity being in the Queen Elizabeth Hospital area 

Over **171** countries of birth identified among CALHN admissions;  
**60%** Australia  **7%** UK 

**8.71%**

of CALHN consumers are non English speaking

### TOP 3 Non-English speaking languages

**+ RAH**

- Mandarin
- Vietnamese
- Greek

**+ TQEH**

- Vietnamese
- Greek
- Italian

**+ Sefton Park**

- Farsi
- Dari
- Hazaragi

**+ Refugee Health Service**

- Spanish
- Burmese language groups (Chin Teddim/Falam/Zomi)
- Dari

### TOP 5 Languages in interpreter bookings

- Arabic
- Cantonese
- Dari
- Greek
- Hazaragi

### TOP 3 Aboriginal Languages

- Pitjantjatara
- Arrente
- Walpiri

# Our approach

## Development of the Consumer Strategy

The Consumer Strategy is based on research, best practice and consumer engagement.

### Internal

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#### Assessing current state

Consumer data, research, surveys, and audits.  
Alignment to strategic ambitions.

#### Defining our community

Understanding the demographics and cultural diversity of the community we serve.

#### Engaging stakeholders

Board, CEO, Executive Team, clinical programs at the point of care.

#### Listening to our people

Engaging and listening to staff members through surveys, committees, and forums.

### External

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#### Engaging consumers

Finding out what consumers value about their healthcare experience. Working alongside consumer representatives and capturing patient stories.

#### Working with our community

Understanding the touchpoints for consumers, in relation to health literacy, welcoming and inclusive services.

#### Partnering with stakeholders

Community organisations, SAMHRI, LHN's, Universities, government and service delivery partners.

#### Learning from feedback

Consumer's experiences lead to quality improvements.

# Our vision

## To shape the future of health with world-class care and world-class research.

To become one of the top 5 performing health services in Australia and one of the top 50 performing health services in the world within 5 years.

### Our values

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Our values convey who we are, what we stand for and what people can expect from us.

**We are committed to the following values:**

-  People first
-  Future focused
-  Ideas driven
-  Community minded

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These values, together with our vision and ambitions, provide direction for everything that happens across the network.

### Strategic ambitions

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Our strategic ambitions provide the means to achieve CALHN's goals to deliver the world-class care and world-class research that will shape the future of health in South Australia.

They express CALHN's commitment to care, community, investment, research, technology and importantly recognise the influence of our world-class workforce on our ability to achieve our vision.

-  Our care is connected and revolves around the patient in their (and our) community
-  Our curiosity compels us to always do better – research and innovation drives everything
-  We are able to invest in what matters
-  Our technology enables excellence
-  We are a place that attracts and grows world-class talent



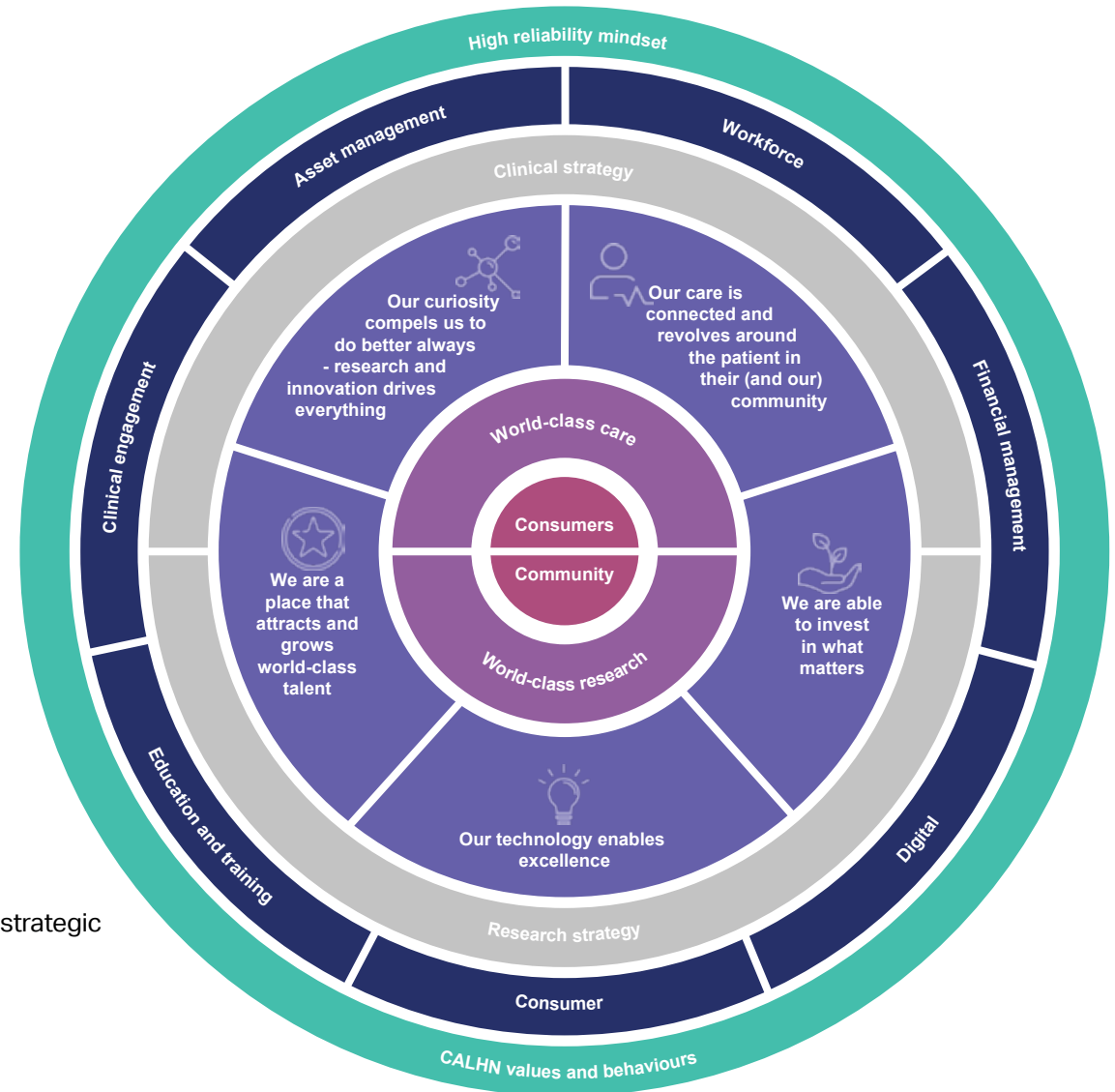
# Our strategic framework

Our consumers and our community are central to everything we do as we deliver world-class care and lead world-class research that is responsive to their needs.

We have strategic ambitions to provide us with direction to deliver on our world-class care and research goals, which are underpinned by a clinical strategy and research strategy complemented by a suite of enabling strategies and plans.

Our ways of working include the adoption of the high reliability framework which influences everything we do in order to respond to our consumers and our community and together with a clearly articulated set of behaviours will see us achieve our vision of becoming one of the top five performing health services in Australia and one of the top 50 performing health services in the world within five years.

- **Our goals** - Define desired results
- **Our ambitions** - A means to deliver our goals
- **Our strategy** - Provides us with our true north
- **Our enabling strategies** - Our strategies will assist us to achieve our strategic ambitions and deliver on our clinical services and research strategy
- **Our ways of working**



# Our Consumer Strategy

Central Adelaide Local Health Network's Consumer Strategy brings together the Consumer Partnering and Community Engagement Framework and the Consumer Experience Framework, to provide direction and outline our key priorities.

## Consumer partners

Consumer partners shape our services through collaborating with us on the design and delivery of care and evaluation.

CALHN has a team of dedicated consumer partners with recent lived experience of our services, who are embedded at the individual program and organisation level.

The **Consumer Partnering and Community Engagement Framework** provides our approach to partnering with our consumers and engaging with the community to achieve the best health outcomes.

## Consumer experience

In order to co-design responsive and accessible services, CALHN learns from its consumers and the pathways that they take on their healthcare journey, the interactions they have along the way and how they feel at every touchpoint.

The **Consumer Experience Framework** details how CALHN collects, measures and evaluates consumer sentiment data; responds to consumer generated feedback; and understands the consumers' healthcare journey.

## CALHN Consumer Strategy



Consumer Partnering and  
Community Engagement  
Framework



Consumer Experience  
Framework

# Principles of the Consumer and Community Engagement Framework and Consumer Experience Frameworks

Frameworks are based on six key principles:

Valuing the rights of our consumers	Respect for our consumers	Partnership	Respect for diversity	Valuing cultural safety	Service quality
<p>This includes their right to participate in decisions about their health and wellbeing and their right to contribute to designing, monitoring and decision-making associated with CALHN services.</p>	<p>We value the knowledge, experience and expertise that consumers can contribute as partners in CALHN's service provision.</p>	<p>We believe that the knowledge, experience and expertise of our consumers is of great value to the knowledge, experience and expertise of the CALHN workforce.</p>	<p>Each consumer is an individual and it is important that our services respect the diversity and the cultural and individual values consumers bring to their health and healthcare. Consumer Partnering enables us to be inclusive of differences and therefore, accessible to end users.</p>	<p>Our Aboriginal consumers' health and wellbeing needs to be understood within its historical context and the impact of this on health outcomes, and our services need to be responsive and flexible in promoting cultural safety.</p>	<p>Partnering between our workforce and its consumers is critical to providing high quality services.</p>

The National Safety and Quality Health Service Standards also provide guidance on the way in which the Partnering with Consumers Standard and the Clinical Governance Standard can be inclusive for Aboriginal and Torres Strait Islander people. This recommends partnering, governance that specifically addresses their health needs, implements and monitors strategies that address those needs, builds the cultural competency of workforces and provides welcoming environments that recognise Aboriginal cultural beliefs and practices.

# Vision

Shaping the future of health with world-class care and world-class research.

# Aim

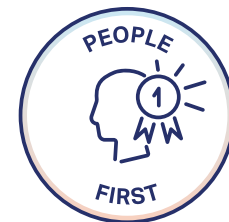
A ten out of ten consumer experience in every interaction.

# Priorities

Our four strategic priorities were informed by our consumers and are aligned to our values.

1. Value time .....  **People first**
2. Appreciate uniqueness .....  **Community minded**
3. Work together .....  **Ideas driven**
4. Communicate .....  **Future focused**





# Value time

## Our aspirations

- Improve access to timely care driven by consumers' best interests.
- Deliver consumer-guided efficient and effective services.

## Success is:

- Limited delays in treatment for inpatients, outpatient wait lists and at appointments.
- Make a positive impact on people's lives by being easy to deal with.
- Consumers have as much time as they need with their healthcare provider.

"I value a quick diagnosis  
and for them to get me home  
as quickly as possible"



# Appreciate uniqueness

## Our aspirations

- Respect the unique cultural, spiritual and emotional beliefs of each consumer.
- Know who our consumers are, and what they want in a health context.
- Deliver a fair, equitable and needs based service for all.
- We will partner with Aboriginal communities to meet their healthcare needs

## Success is:

- Consumers trust their clinicians and the health service.
- Our staff feel engaged, rewarded, and supported.
- Aboriginal consumers receive culturally-safe care and are included in the planning, design and evaluation of our services.

“I like to feel like the number one priority, everyone is focusing on me”



# Work together

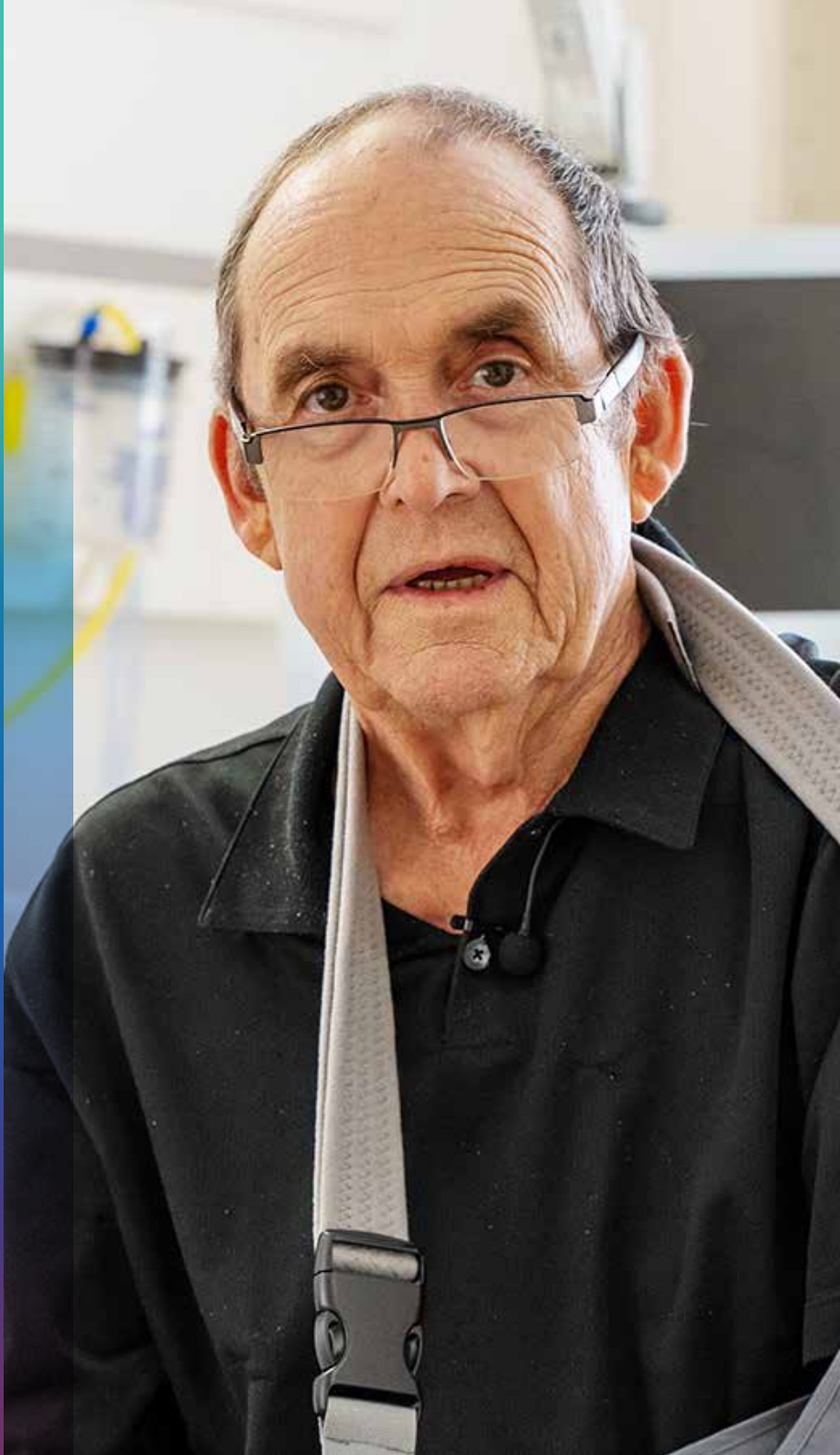
## Our aspirations

- Design systems and teams that work together to share relevant information.
- Use consumer experiences to evaluate and refine service standards.
- Develop capabilities to create a healthy, collaborative, and innovative culture.
- Consumers will inform research to optimise the experience of participants.
- Consumers from diverse backgrounds are active partners in engagement initiatives.

## Success is:

- Systems and processes that put patients – not service providers - at the centre of everything.
- The purpose of every appointment is known without the patient having to repeat their story.
- Consumers feel part of the team.
- Research delivers better patient outcomes.

“Working together we can improve the way health care is provided”



# Communicate

## Our aspirations

- Consumer feedback data drives continuous improvement.
- Communicate frequently with honesty, transparency, and compassion.
- Information is always available, when and where our consumers expect to find it.
- Communication occurs in the consumers own language through interpreters.

## Success is:

- Educated consumers, able to make informed decisions about their healthcare journey.
- Every consumer interaction is positive, consistent and timely.
- Care is there, even after discharge.
- The feedback loop is closed with consumers, so they know what improvements have occurred.

“Everything is explained and attention to detail has been fantastic”

# We will achieve our priorities by:

- partnering with consumers at the individual, program and organisational levels.
- outstanding consumer experience at every touchpoint.
- connecting with the communities we serve.

## Accountability structure

CALHN staff will partner with our consumers with confidence, relying on robust organisational policy, governance and in-service design.

### Organisation

#### Board

- Endorses the strategy.
- Provides oversight to the strategy's principles.

#### Consumer and Community Engagement Committee

- Regularly monitors engagement outcomes.

#### Chief Executive Officer

- Approves implementation and monitoring of the strategy.

#### Executive

- Provides oversight to ensure an integrated approach is taken to implementing the strategy.
- Reviews and discuss the opportunity to include stakeholder partnership and engagement within programs and projects with their teams.

### Program/clinical services

#### Program directors, medical leads, nursing leads, allied health leads

- Identify the issue(s) that stakeholders will play a role in addressing.

#### Consumer Partnering and Community Engagement team

- Supports the strategy by regularly reporting on all engagement activities to the Chief Executive Officer and executive.
- Provides capability building for the communities of practice.

#### Consumer Representatives

- Consumer Representatives actively involved in the delivery of this strategy.

# Measurements

CALHN will measure the success of our consumer partnering priorities, to ensure we are receptive to the diverse needs of our consumers and support our organisational governance.

Reporting on implementation ensures governance committees and other stakeholders have a shared understanding of the status of engagement with consumers, community and stakeholders.

It also informs decision makers which areas are utilising the strategy to assist in the planning, service delivery and evaluation - to provide traceability of actions to support accreditation.

- Benchmark performance against the National Safety and Quality Health Standards and other local health networks
- Monitor progress regularly through governance processes
- Provide key performance indicators for patient experience surveys and patient reported outcome measures
- Quality improvements are defined, implemented, and reported.
- Consumers are involved in measuring our success and are informed of quality improvements resulting from their feedback.

Consumer and community feedback will be equally important in assessing the relevance of the Consumer Strategy and this will begin with structured opportunities to provide feedback.



# What's next

We see an exciting future and evolution for CALHN, something we each play a role in creating.

You will be hearing more from us as we begin to roll out and put into place measurable action plans and activities that support the successful delivery of our Consumer Strategy.

We look forward to working together to accomplish this vision.

'Kumangka – Together' Ngadluku kuma pirrkutidli  
We are all part of the story

## Contact us

[health.calhnconsumerengagement@sa.gov.au](mailto:health.calhnconsumerengagement@sa.gov.au)

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